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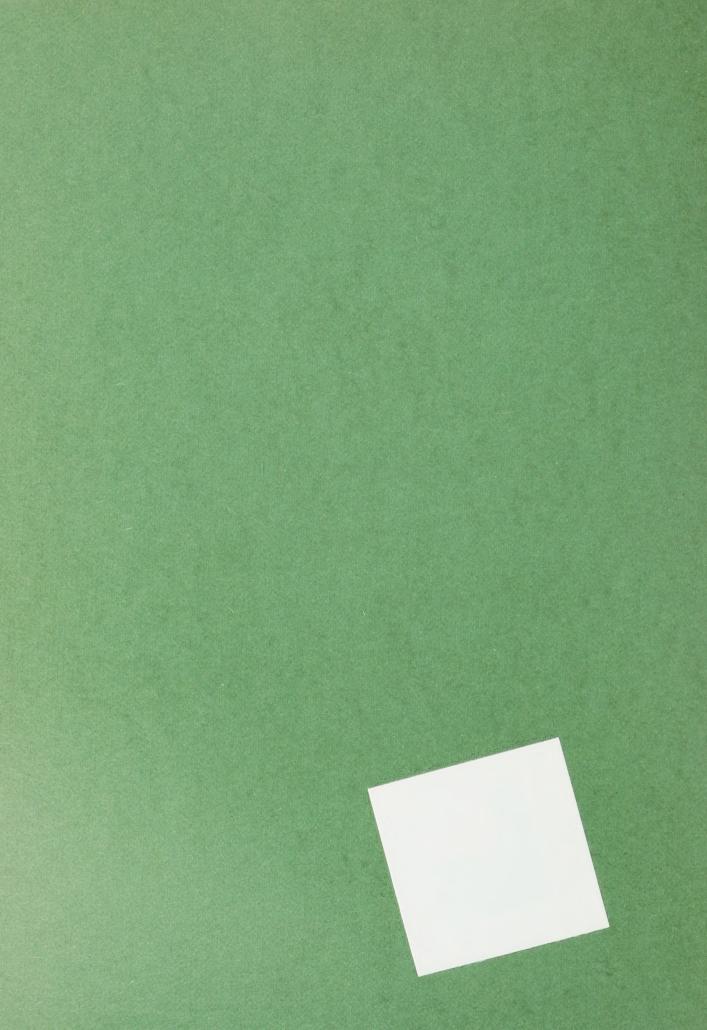
THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

TRANSPORTATION SERVICES COMMITTEE

URBAN MUNICIPAL

MAY 1 9 1987

1987 BUDGET



THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH TRANSPORTATION DEPARTMENT

1987 BUDGET

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Mr. Chairman and Members of the Transportation Services Committee.

Re:

1987 Current Transportation Budgets

- (a) HSR 1987 Current Budget (b) CCL 1987 Current Budget
- (c) DARTS 1987 Current Budget
- (d) Regional Roads Budget Overview

Please find enclosed the above captioned current budgets for 1987. The Transit (HSR, CCL and DARTS) budgets are presented for your Committee's specific approval. The Regional Roads budget is presented for your information only. This is to keep you informed of the whole transportation related expenditure and the program administered by your staff. At a previous meeting, your Committee and Regional Council dealt with the Capital Budget. The 1987 impact of that Capital Budget has been built into these operations budgets. In addition to the above, the Transportation Department also administers the improvement program to the Local Road System for the City of Hamilton.

This budget package is being circulated early in order to allow you the opportunity to peruse it and ask the staff any questions prior to the next meeting. Should you have any questions or require any clarification, please contact me, Mr. Eric Pilon (527-4441) or Mr. Dale Turvey (526-3974) who will be pleased to be of assistance.

HSR Current Budget

The 1987 Budget presented is within the 3.5% guideline established by Regional Council. Costs have been curtailed, revenues have been maximized and the budget trimmed to the guideline. Certain service enhancements have been detailed although it is anticipated that during 1987 there will be the need to look at expansion. The year 1987 will also see the issue of the Urban Transit Area being examined along with the services in Stoney Creek, Dundas and Ancaster. The rationalization of the South Mountain services in Hamilton will also be addressed. Automation will continue as well as improved communication and marketing.

CCL Current Budget

The third of a three year plan approved by Regional Council, in 1985, is this year. The mandate and "business plan" has not fully been met due to the ongoing erosion of the ridership on the regular route services. A new strategy is recommended which will ensure that the basic mandate of breaking even in 1988 is more achievable. During 1986 CCL established itself as the carrier of this area and has won the confidence of a new clientele in the area of convention support





Mr. Chairman and Members of the Transportation Services Committee.

Re:

1987 Current Transportation Budgets

- (a) HSR 1987 Current Budget (b) CCL 1987 Current Budget
- (c) DARTS 1987 Current Budget
- (d) Regional Roads Budget Overview

CCL Current Budget (cont'd)

services. Part of the new strategy plan is to build on this local strength and sell-off unprofitable and peripheral operations. Notwithstanding the 1987 Budget request is \$181,600 compared to last year's \$223,797.

DARTS Current Budget

Last year, on your Committee's recommendation, Regional Council approved a level of service for DARTS, known as Option 4. This year DARTS is not asking for funding beyond that. The annualization of that service level does, however, impact the budget by \$62,000. If one adds in the cost of last year's study this constitutes a 3.4% increase for the transit services for the handicapped, which meets Council's guideline. The study has also been completed and is dealt with as a separate agenda item. A significant conclusion of the study is that the service has reached a level of maturity which would suggest that increases in levy will be predominantly inflation driven.

Regional Roads Budget

This budget is presented for your information only. The 9% guideline on the operating side is being maintained. A significant extra capital budget will be administered. Several major studies will be completed in 1987 including the Industrial Perimeter Roadway, the Transportation Planning Statistical Model and activities related to the proposed Freeway. The establishment of a Freeway Co-ordinating Office, approved last year, is again included in the 1987 budget pending approval of the Freeway by the Provincial Cabinet.

Capital Budgets

The various capital budgets were presented and dealt with under separate cover. The overviews are bound herein since the 1987 portion of those budgets impact the 1987 Current Budget. It should be noted that the HSR budget is continuing its move towards "pay-as-you-go"



Mr. Chairman and Members of the Transportation Services Committee.

Re:

1987 Current Transportation Budgets

- (a) HSR 1987 Current Budget (b) CCL 1987 Current Budget (c) DARTS 1987 Current Budget
- (d) Regional Roads Budget Overview

Capital Budgets (cont'd)

whereas the Roads Budget does include a significant financing component. The DARTS current budget includes a capital expenditure of replacing two vehicles.

Respectfully submitted,

H.O. Schweinbenz

Commissioner of Transportation

cc. Mr. Wm. Sears

Mr. M. Carson

Mr. G. Lawson

Mr. N. Corfe







MEMORANDUM TSC 87-22

To the Chairman and Members of the Transportation Services Committee.

Re:

1987 HSR Current Budget

Background:

The 1987 current budget program for the urban transit system is attached for your consideration. Included in this presentation are illustrations showing the service program, charts presenting various operational detail and appropriate narrative describing the programs. A detailed breakdown is available on request.

Synopsis:

1986/87 Budget to Budget Comparison

The 1987 draft budget has a gross operating expenditure of \$41,235,203 with revenues of \$33,083,296 and an operating deficit of \$8,151,907 which amounts to a decrease of 1.3%. When combined with the required 1987 Capital contribution of \$1,519,000 the overall increase is \$9,670,907 or 3.5% over the 1986 level before reflecting the impact of the Special Agreements.

In preparing the 1987 budget, considerable effort was put forth in rationalizing the service level of each route. The objective was to ensure that the cost per mile driven versus the revenue per mile generated were in keeping with appropriate performance objectives. This analysis indicated that approximately 195,466 miles could be cut from the budget without a significant impact in the service level.

We have also projected an increase in ridership of 180,127 or a .6% over our 1986 actual level. In this instance we have used the 1986 actual for comparison, as the 1986 budget included projected ridership that were to be the results of various demonstration projects. Since some of those projects were not undertaken the 1986 actual is the more appropriate base for comparison in this instant as this shows our real growth in ridership.

For 1987 the recent fare increase, when combined with the projected ridership and the savings projected with the new farebox, will give us a 6.52 % increase in farebox revenue.

The "Special Agreements" with Ancaster, Dundas and Stoney Creek are also shown and reflect a marginal decrease in tax levy to Ancaster and Dundas due to anticipated ridership increase and thus more revenue, while the Stoney Creek cost reflects the changes being requested by that municipality.



To the Chairman and Members of the Transportation Services Committee.

Re: 1987 HSR Current Budget

Synopsis cont'd

When combining the expenditures and revenue budgets, the final result is a 3.5% increase in the tax levy as per Regional Guidelines.

Expenditures:

The 1987 operating expenditures contains several key items and operating plans which are major factors within the budget structure. These parameters and their relationship to the total budget are highlighted for your convenience under the following headings:

- A. Major Items
 An outline of specific major budget items and compared to total budget.
- B. Level of Service
 Outline of the proposed "Service Plan" for 1987.
- C. Specific Changes Dollars and rationale for new programs in 1987.

A. Major Items

1. The Maintenance budget, which at \$13,499,300 accounts for 32.8% of the total budget, has two specific items accounting for 74% of its total. The first of these is fuel totalling \$3,356,000 or 24.8% of the maintenance budget. In 1987 we are budgetting for a 2.97% decrease in our fuel cost when compared to our 1986 budget. In the last quarter of 1987 the HSR began buying fuel using the Rack Pricing Method and since implementation on November 1, 1986 we have recognized a savings of approximately \$50,000 or 3.5 cents per litre. We expect these savings to continue through 1987.

The second item is the salary package of \$6,700,980 which is 49.6% of the Maintenance budget. These dollars include the salary increase for 1987 as provided for in the recent two year contract settlement. This expenditure is required to maintain the bus fleet in order to minimize any downtime which in turn maximizes our service availability to the public.



To the Chairman and Members of the Transportation Services Committee.

Re: 1987 HSR Current Budget

Expenditures cont'd

- 2. The Operating budget at \$21,047,746 is 51.04% of our total budget and has basically one item as its major component. The salary package of \$18,745,646 or 89.0% of the Operations budget are the dollars required to provide bus service to the areas within the Regional Municipality of Hamilton-Wentworth. These dollars also include the salary increase for 1987 as provided in the recent two-year contract settlement.
- 3. In the Administration budget there are four items which are contributing to a 10.18% increase in this budget over the 1986 budget level.
 - a) The first significant item is in the Systems group. The TICCS computer project which is now nearing completion, has two contractual requirements to ensure its on-going success. The first of these is a contract to maintain the computer hardware and the related equipment while the second contract is for software maintenance. These contract costs have been anticipated and planned for in our 5-year financial models. It should also be recognized that these costs have been more than offset by savings of close to \$500,000 generated by the computer implementation.
 - It is also planned to reduce our software contractual cost by \$15,600 (annualized) by hiring two maintenance programmers to be phased in during 1987. These programmers will be able to provide maintenance of the required programs and undertake other projects.
 - b) In the area of Materials Management (Inventory) there is a 10.36% increase in the 1987 budget over the 1986 budget level. These additional dollars are required to meet the cost associated with the recent upgrade of the two Senior Storepersons as negotiated during the recent contract.
 - c) The Administration—Accounting group also has dollars in the 1987 budget to reflect the cost associated with the negotiated increase of two accounting positions and one payable clerk.





To the Chairman and Members of the Transportation Services Committee.

Re: 1987 HSR Current Budget

Expenditures cont'd

d) The last item is the increase of 19.34% in the Fare Administration area. These additional dollars are mostly attributable to the additional cost of the new larger tickets. These new tickets which are more convenient for children to handle and more readily stored are also part of the new "Electronic Farebox" program and have been taken into consideration when calculating the savings the new farebox will generate.

B. Level of Service

The dollars for the 1987 service level are the product of an extensive route rationalization process that was undertaken during budget preparation. This process looked at items such as layover time, headways, running time and route scheduling with the goal of either maintaining or expanding the service level to the public while at the same time eliminating much of the inefficiencies from the system. During this process a total of 195,466 miles was identified as unproductive and redundant in that the impact on the passenger if this mileage is eliminated would be virtually non-existent.

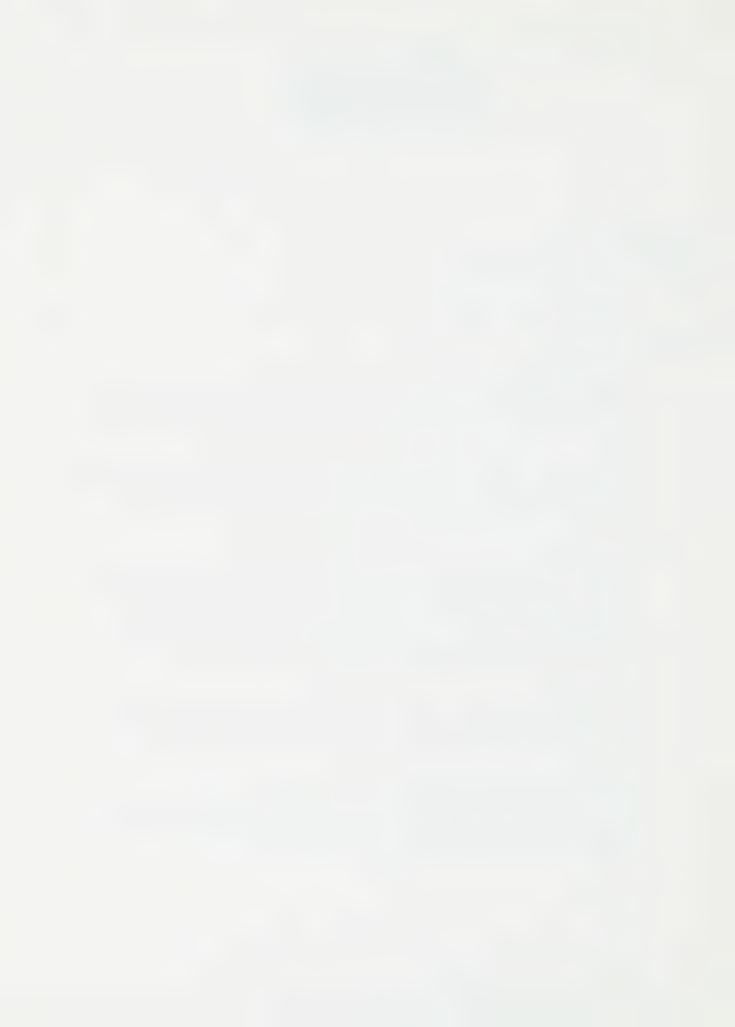
The 1987 "Service Plan" does include mileage which would allow service enhancements in the following areas:

- 1. Upper Gage
- 2. Southwest Mountain
- 3. Upper Wentworth
- 4. Upper Sherman

The 1987 "Service Plan" is also projecting an increased ridership which is attributable to the proposed route expansions and also to the success of the BEELINE. The increased ridership being projected in 1987 has been experienced in the last quarter of 1986 where we have recorded on average a 1% increase.

C. Specific Items

Within the 1987 budget are certain items which are identified under the change column and are specific to new programs or requirements. Some of the "major" items and the rational are as follows.





To the Chairman and Members of the Transportation Services Committee.

Re: 1987 HSR Current Budget

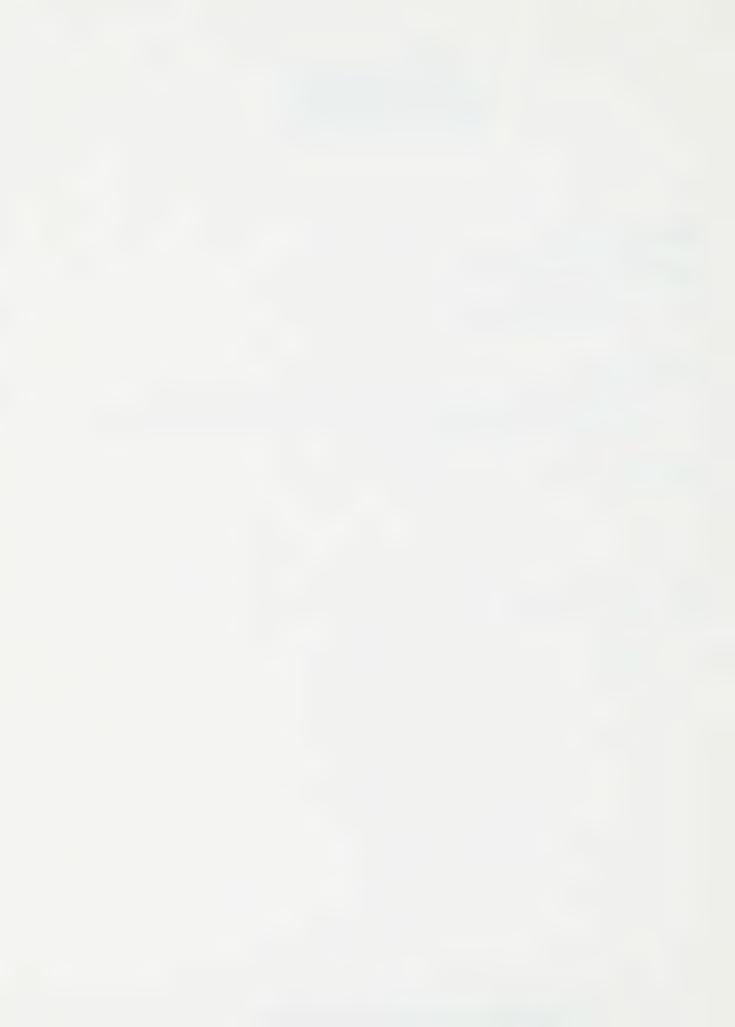
Recommendation:

That the 1987 draft budget showing a total increase in the levy of 3.5% for the Hamilton Street Railway be received and recommended to the Finance Committee for approval.

Respectfully submitted,

H.O. Schweinbenz Commissioner of Transportation

cc. Wm. Sears M. Carson G. Lawson







THE HAMILTON STREET RAILWAY COMPANY

OPERATIONS OVERVIEW

In order to present an overview of the significant components within the HSR operations, various statistical information has been gathered and presented in graphic form.

Exhibit A - Total Revenue

This pie chart demonstrates what percentage each of the various revenue sources is of the total funds available to the HSR.

Exhibit B - Expenditure by Program

This pie chart shows proportionally how the budget dollars are spent within the HSR.

Exhibit C - Ridership Trends

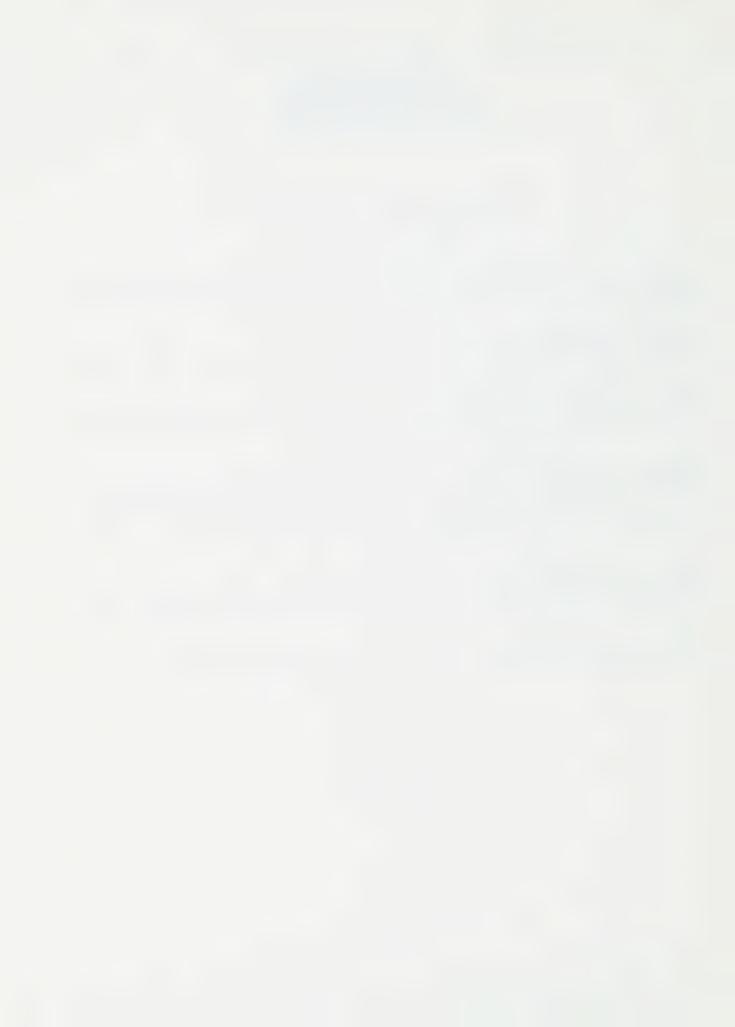
This graph is a monthly representation of our ridership for the last year. As is evident, our peak ridership is January and February of each year and also October through December. Another item demonstrated by this chart is that we have not yet returned to the ridership levels that existed prior to the strike in 1982.

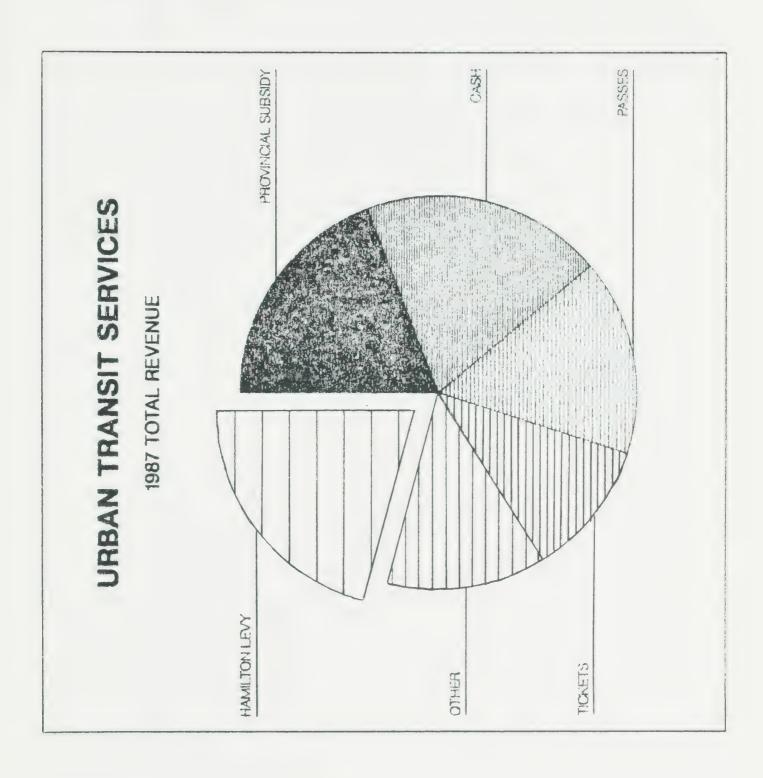
Exhibit D - Mileage Trend

This chart indicates that the HSR, in the last few years, has not dramatically changed the total mileage but rather has altered the routes to optimize service and maximize revenue.

Exhibit E - Transit Fleet

This chart demonstrates the replacement vehicle program of our transit buses.



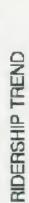


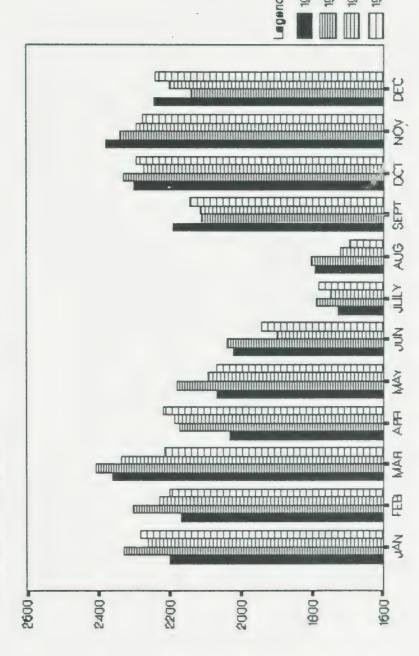


OPERATIONS URBAN TRANSIT SERVICES 1987 EXPENDITURES ADMINISTRATION MAINTENANCE MARKETING EXECUTIVE



URBAN TRANSIT SERVICES

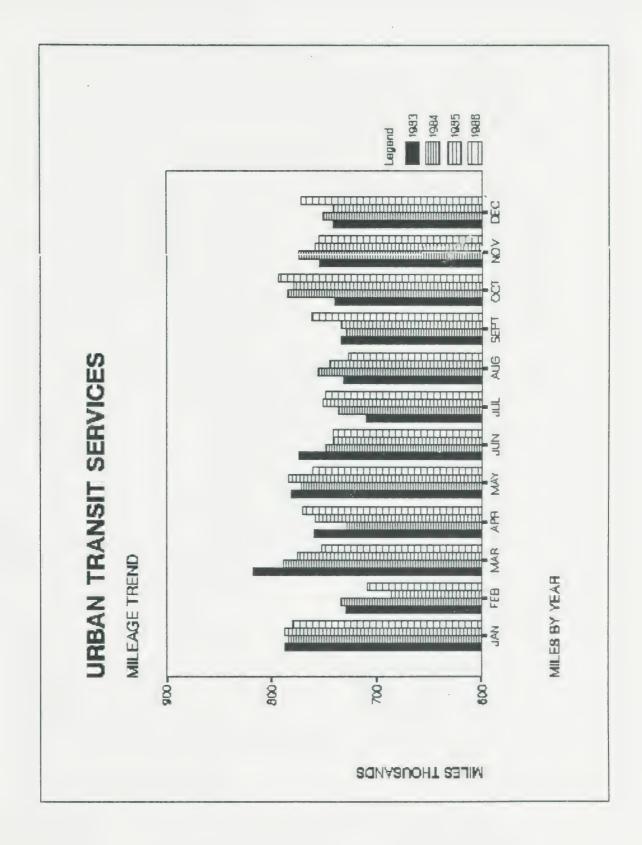




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PASSENGERS

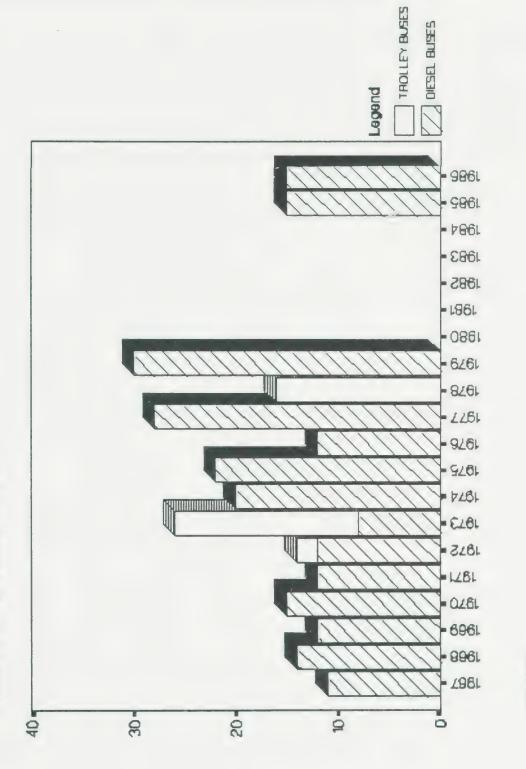






URBAN TRANSIT SERVICES







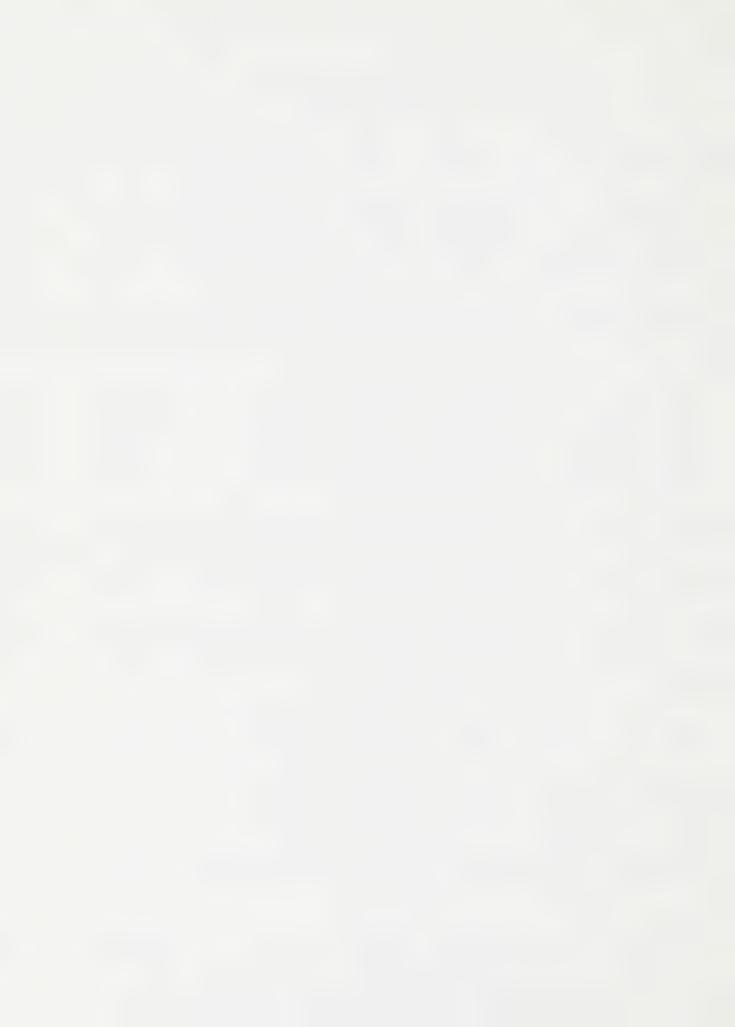
DEPARTMENT: TRANSPORTATION

PROGRAM : H.S.R.

ACTIVITY : PROGRAM COST SUMMARY

			ACTIVITY :PF	CLRAM CLST SU	TAKI		% INC/(DECR.)		
		1986	1986	1987	1987	1987	TO 1986		
OPERATING EXPENDITURE	es :	BUDGET	ACTUAL	EXISTING	CHANGE	BUDGET	BUDGET		
ADMINISTRA	PION	4,780,334	5,207,416	5,260,440	6,387	5,266,827	10.18		
MAINTENANCE	Ξ	13,180,775	12,777,730	13,384,300	115,000	13,499,300	2.42		
OPERATIONS		20,523,921	20,332,696	21,005,046	42,700	21,047,746	2.55		
MARKETING 8 EXECUTIVE S	CUST.SERVICES	1,167,512	1,034,101	1,193,770	71,600	1,265,370	8.38		
EXECUTIVE	SERVICES	136,380	136,621	155,960	0	155,960	14.36		
TOTAL OPERATING EXPER	VOLTURES	39,788,922	39,488,565	40,999,516	235,687	41,235,203	3.63		
OPERATING REVENUES									
FAREBOX		18,803,044	18,868,136	20,029,678	0	20,029,678	6.52		
ADVERTISING	G, EIC.	801,000	617,246	785,750	O	785,750	-1,90		
PROVINCIAL	SUBSIDY	7,860,360	7,843,738	8,229,868	0	8,229,868	4.70		
FARE STABIL	LIZATION	3,530,000	3,371,283	3,488,000	0	3,488,000	-1.19		
GENERAL SUE	PPORT GRANT	535,000	535,000	550,000	0	550,000	2.80		
TRANSFERS E	ROM RESERVE	0	0	0	0	0	N/Z		
TOTAL OPERATING REVEN	TUES	31,529,404	31,235,403	33,083,296	0	33,083,296	4.939		
NET OPERATING EXPENDI	TTURES	8,259,518	8,253,162	7,916,220	235,687	8,151,907	-1.30		
CAPITAL EXPENDITURES		1,082,000	1,077,119	1,519,000	0	1,519,000	40.39%		
NET DEFICIT		9,341,518	9,330,281	9,435,220	235,687	9,670,907	3.53%		
SPECIAL AGREEMENTS									
ANCASTER		40,947	43,049	40,876	0	40,876	-0.17%		
DUNDAS		186,465	179,105	185,956	0	185,956	-0.27%		
STONEY CREE	X ·	533,722	527,743	563,411	0	563,411	5.56%		
TOTAL SPECIAL AGREEME	MIS	761,134	749,897	790, 243	0	790,243	3.82%		
TO BE MET FROM TRANSI	T LEVY	8,580,384	8,580,384	8,644,977	235,687	8,880,664	3.50%		
STATISTICS									
* REVENUE/COS	T RATIO	58.14%	57.88%			58.94%	0.809		
TOTAL RIDER	SHIP	29,147,388	29,264,305			29,444,432	1.029		

^{* (}FAREBOX, ADVERTISING & FARE STABILIZATION REVENUES) / (TOTAL OPERATING EXPENDITURES)





THE HAMILTON STREET RAILWAY COMPANY
BUDGET PROGRAMS

> FUNCTION: TRANSIT/HSR ACTIVITY: ADMINISTRATION

STATEMENT OF PURPOSE:

To provide personnel and resource management for the Transportation section and overall direction of:

- the maintenance and development of effective accounting and financial control systems
- the provision of relevant Financial information to management and committee
- recommendations to management and committee on financial matters
- current and capital budget development
- computer, data and word processing systems development and operations
- purchasing and support systems
- insurance policies and administration
- Cash Management development in regards to cash handling and ticket processing

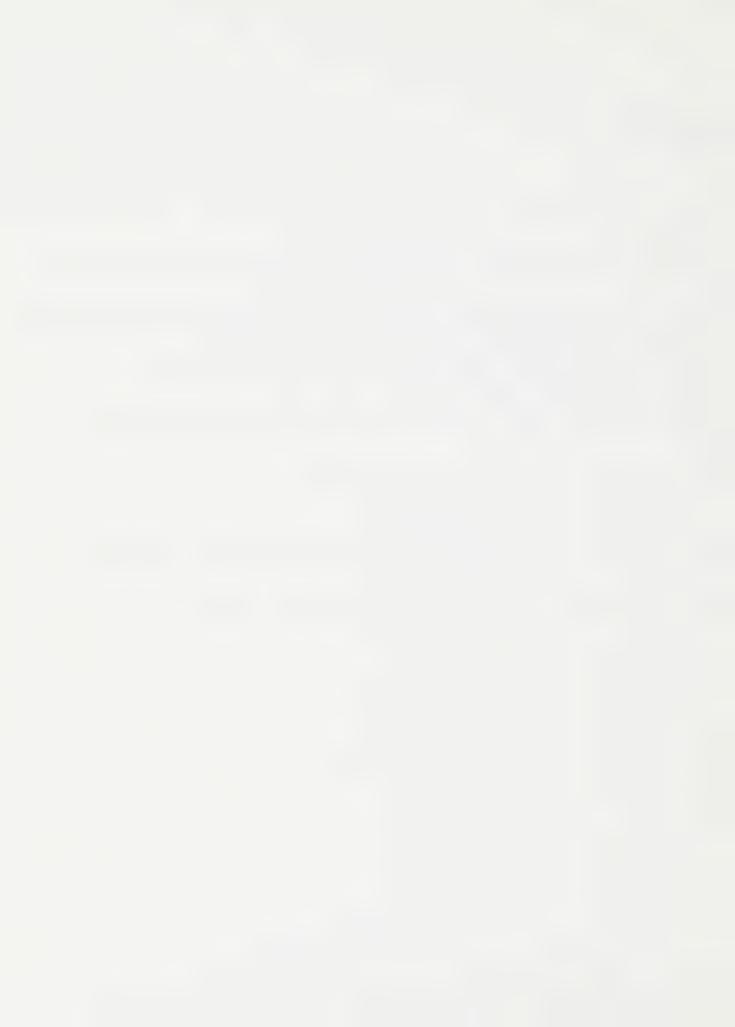
OBJECTIVES:

To increase emphasis on departmental priority planning.

To ensure appropriate resource deployment.

To review documentation of financial policies and modification, where necessary and approved.

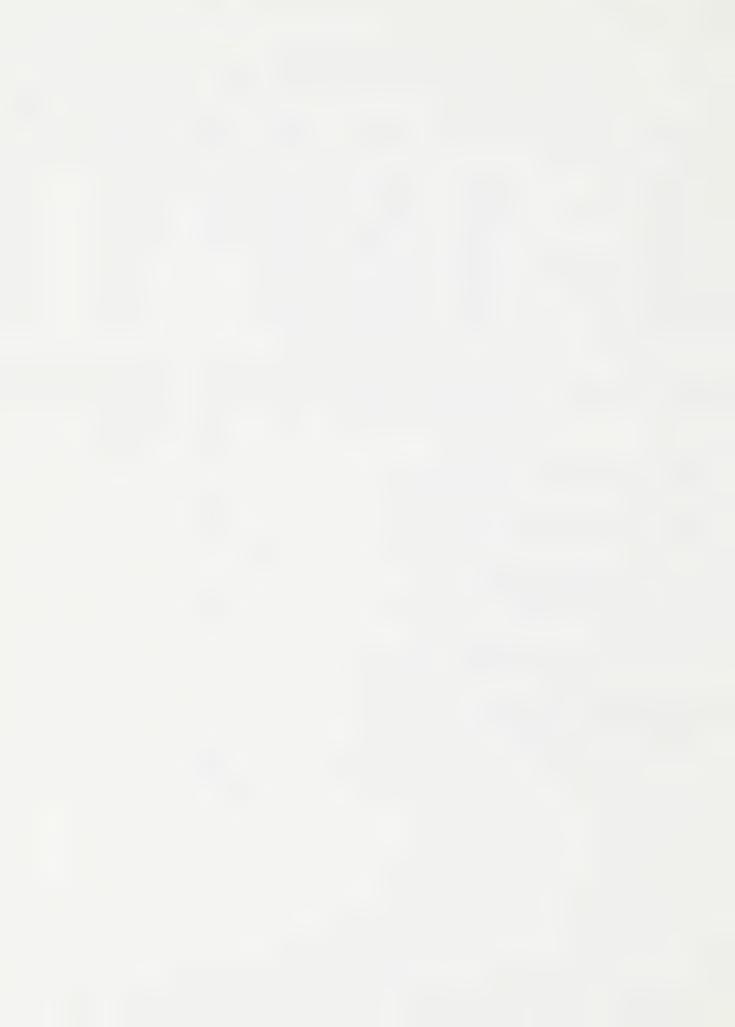
To increase additional resource information for management reporting needs for the present and future.



PROGRAM : H.S.R.

ACTIVITY : ADMINISTRATION SUMMARY

% INC/(DECR.) 1986 1986 1987 1987 1987 TO 1986 HUDGET ACCOUNT DESCRIPTION BUDGET ACTUAL EXISTING CHANGE BUDGET 0 3.07% 2,031,600 101 1,971,025 2,279,369 2,031,600 ADMINISTRATION 213,692 3.50% 227,960 137,325 76,367 102 PAYROLL 206,466 -8.85% 365,730 103 401,259 450,768 426,030 (60,300) CASH MANAGEMENT 104 397,761 364,264 631,680 (9,680) 622,000 56.38% SYSTEMS 0 170,255 4.63% 105 PURCHASING 162,720 175,814 170,255 154,655 2.56% 106 154,655 0 SAFETY SERVICE AND ADJUST 150,800 134,149 4.75% 108 HUMAN RESOURCES 554,365 575,543 580,687 0 580,687 109 387,395 402,558 427,533 0 427,533 10.36% MATERIALS MANAGEMENT 252,320 448,355 252,320 0 45.97% 110 ACCOUNTING 172,852 178,619 448,355 FARE ADMINISTRATION 111 375,691 418,372 0 19.34% 5,207,416 5,260,440 6,387 10.18% TOTAL ADMINISTRATION 4,780,334 5,266,827 BUDGET ANNUALIZED IMPACT IMPACT 1100-102 1 FULL-TIME CLERK TO ADDRESS AUDIT REQUIREMENTS UPGRADE OF 1 CLERK 30,000 30,000 1100-103 DELETE TEMPORARY STAFF FOR BILL SORTING DUE TO (60,300) (100,000) NEW FAREBOXES - MARCH, 1986 1100-104 2 MAINTENANCE PROGRAMMERS IN LIEU OF SOFTWARE MAINTENANCE CONTRACTS WITH SUPPLIERS 1 PROGRAMMER TO START FEB 1/87 1 PROGRAMMER TO START OCT 1/87 (9,680) (15,600) RECLASSIFY 1 CONTRACT EMPLOYEE TO FULL TIME-4 YEAR EMPLOYEE WITH EXPERT KNOWLEDGE OF TICCS 0 0 1100-108 RECLASSIFY TEMPORARY PERSONNEL CLERK TO A PERMANENT EFFECTIVE MARCH 1 1987 DUE TO INCREASED WORKLOAD AS A RESULT OF NEW HUMAN RESOURCE PROJECTS 0 (39,980) (45,900)



> FUNCTION: TRANSIT/HSR ACTIVITY: MAINTENANCE

STATEMENT OF PURPOSE:

To provide the Hamilton Street Railway with maintenance and repair services for vehicles, building, grounds, utility systems, transit shelters, bus stops and loops and operation of utility systems and inventory stores through the efficient use of human and material resources.

OBJECTIVES:

To improve fleet reliability.

To provide more efficient road call service.

To improve preventative maintenance procedures and schedules.

To improve bus cleaning levels and procedures.

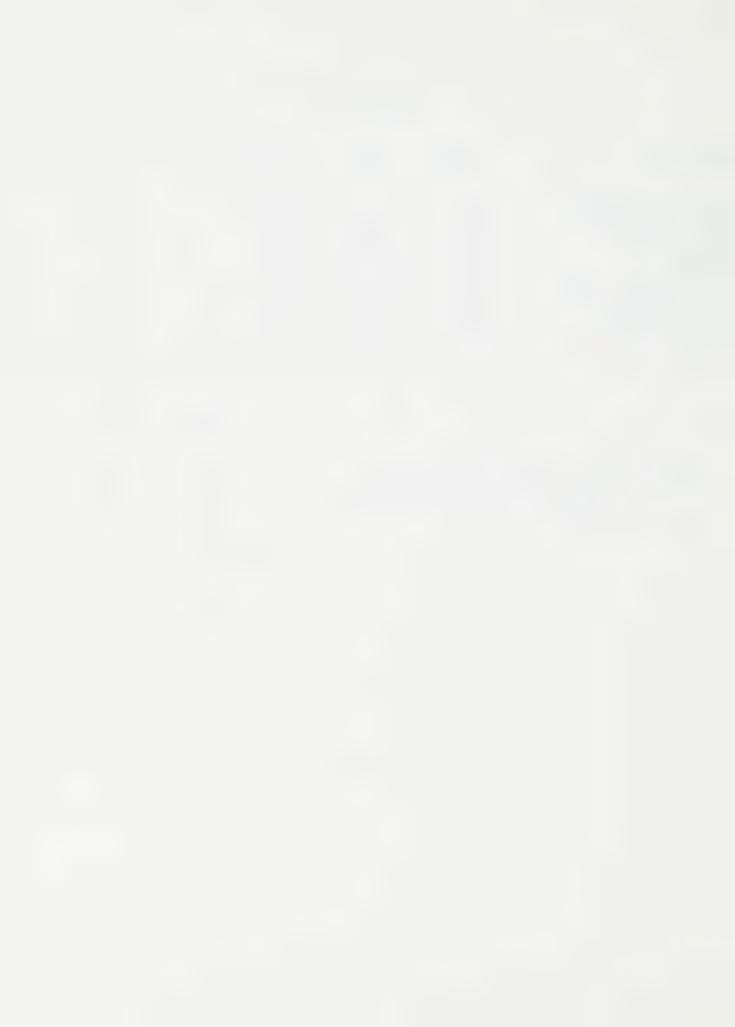
To establish performance indicators.

PROGRAM : H.S.R.

ACTIVITY : MAINTENANCE-SUMMARY

TOTAL MAINTENANCE	13,180,775	12,777,730	13,384,300	115,000	13,499,300	2.429
3300 DEMONSTRATION PROJECT	25,000	34,125	25,000	25,000	50,000	100.009
3400 REVENUE AND RECOVERY	(1,245,000)	(1,170,277)	(1,205,500)	0	(1,205,500)	-3.179
3700 BUILDING AND PLANT EXPENSES	598,000	775,837	685,600	90,000	775,600	29.70%
2600 UTILITIES	440,000	451,195	464,000	0	464,000	5.45%
2700 GARAGE EXPENSES	219,000	274,734	227,800	O	227,800	4.02%
2000 VEHICLE EXPENSES	6,291,300	6,182,945	6,221,300	0	6,221,300	-1.119
1500 ADMINISTRATIVE EXPENSES	268,555	199,854	265,120	0	265,120	-1.289
1000 SALARIES, WAGES & BENEFTIS	6,583,920	6,029,318	6,700,980	0	6,700,980	1.78%
ACCT DESCRIPTION	BUDGET'	ACTUAL	EXISTING	CHANGE	BUDGET	BUDGET
	1986	1986	1987	1987	1987	% INC/(DECR.) TO 1986

CHANGES:		BUDGET	ANNUALIZED IMPACT
3745-470	INCREASED BUS LOOP MAINTENANCE	5,000	5,000
3746-470	ADDITIONAL TRANSIT SHELTERS - MAINTENANCE	25,000	25,000
3753-470	BUS LANDING PADS - SNOW REMOVAL & INCREASED MAINTENANCE	60,000	60,000
3356-401	PROJECTS - THIRD BRAKE LIGHT	15,000	nest soletiness
	- TROILEY DEMO	10,000	-
		-decentativestation is	
		115,000	90,000



FUNCTION: TRANSIT/HSR ACTIVITY: OPERATIONS

STATEMENT OF PURPOSE:

To transport people on buses and trolley coaches in a safe, efficient and orderly manner.

To ensure that the services are provided in accordance with the schedules and routes established by the System.

To administer the day-to-day tasks of transit service as it relates to drivers, route imspectors and supervisors.

OBJECTIVES:

To provide the best possible transit service using the most cost-efficient methods of allocating personnel and equipment.



DEPARTMENT: TRANSPORTATION PROGRAM : H.S.R.

ACTIVITY : OPERATIONS—SUMMARY

ACCOUNT	DESCRIPTION	1986 BUDGET	1986 ACTUAL	1987 EXISTING	1987 CHANGE	1987 BUDGET	* INC/(DECR.) TO 1986 BUDGET
501 505	ADMINISTRATION DIRECT DRIVING	2,128,913 18,395,008	2,269,387 18,063,309	2,259,400 18,745,646	42,700	2,302,100 18,745,646	8.13% 1.91%
	TOTAL OPERATIONS	20,523,921	20,332,696	21,005,046	42,700	21,047,746	2.55%
CHANGES:					BUDGET	ANNUALIZED IMPACT	
1102-501	INCREASE IN PAY ADJUSTN	MENT PER			42,700	42,700	

FUNCTION: TRANSIT/HSR

ACTIVITY: Marketing & Customer

Services

STATEMENT OF PURPOSE:

To undertake planning; to undertake research; to evaluate the effectiveness; to develop new service requirements and generally propose long and short term plans; to develop schedules and runs necessary to assure the best possible transit service through the most efficient use of present and future resources.

OBJECTIVES:

To obtain, summarize and utilize current data; to develop the long and short-term plans; to introduce new methodology and computerization of scheduling, run cutting, telephone information clerk aids and passenger information services; to update and streamline budget mileage procedures; to reduce average travel time.



PROGRAM : H.S.R.

ACTIVITY : MARKETING & CUSTOMER SERVICE-SUMMARY

40,000

40,000

% INC/(DECR.) 1987 1986 1986 1987 1987 TO 1986 ACCOUNT DESCRIPTION ACTUAL BUDGET BUDGET BUDGET EXISTING CHANGE 701 178,475 6.02% ADMINISTRATION 168.337 177,289 178,475 703 17.89% OPERATIONAL DESIGN 154,300 125,385 177,400 4,500 181,900 704 -5.39% PLANNING 286,550 227,453 268,400 2,700 271,100 705 CUSTOMER SERVICES 633,895 13.54% 558,325 503,973 569,495 64,400 TOTAL MARKETING & SERVICE 1,167,512 1,034,101 1,193,770 71,600 1,265,370 8.38% CHANGE: EUDGET ANNUALIZED IMPACT IMPACT 1100-703 UPGRADE SCHEDULER GRP. 9 TO 4,900 TRANSIT TECHNG. III GRP. 12 3,700 1005-703 BENEFTIS 800 1,060 1100-704 UPGRADE CHECKER GRP.5 TO TRANSIT TECHN.III GRP. 12 8,900 EFFECTIVE SEPT 1987 2,300 1005-704 BENEFITS 400 1,500 1100-705 ADD TEMPORARY TRAINER 16,000 16,000 FOR SCHOOL SAFETY PROGRAM STUDENT 5,000 5,000 3,400 3,400 1005-705 BENEFTT

3207-705 ROUTE MAPS

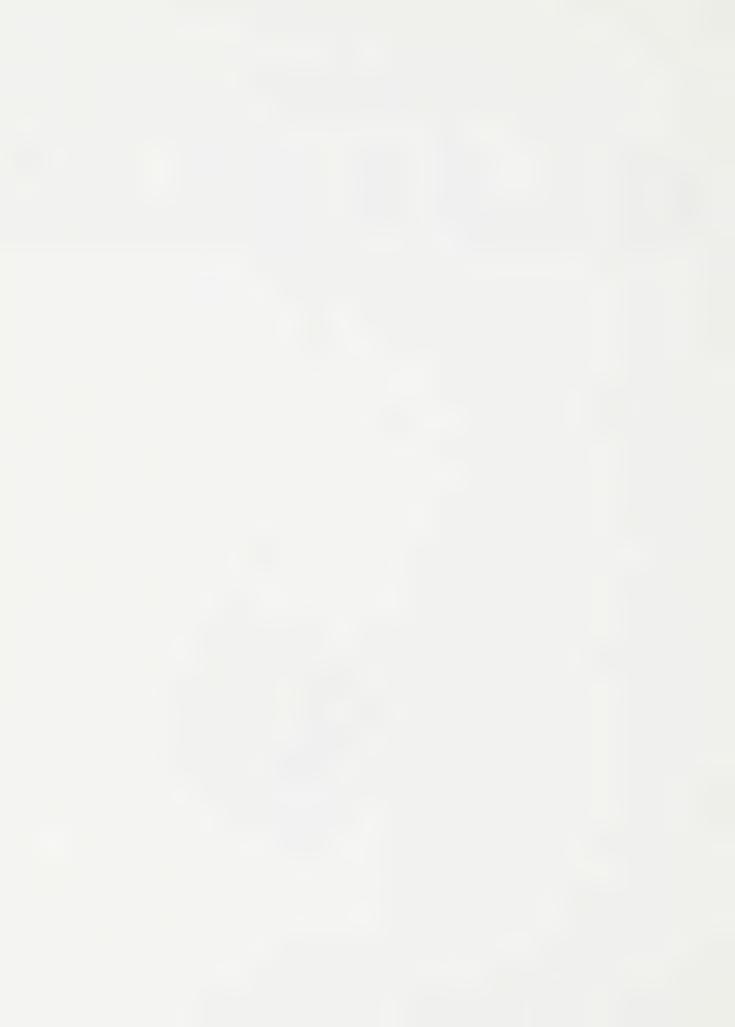
PROGRAM : H.S.R.

ACTIVITY : EXECUTIVE SERVICES-SUMMARY

% INC/(DECR.) 1986 1986 1987 1987 TO 1986 1987 ACCOUNT DESCRIPTION BUDGET ACTUAL EXISTING CHANGE BUDGET BUDGET 801 ADMINISTRATION 155,960 155,960 14.36% 136,380 136,621 0 TOTAL EXECUTIVE SERVICES 136,380 136,621 155,960 0 155,960 14.36%

CHANGES:

26



PROGRAM :H.S.R.

ACTIVITY	:REVENUES
LINE T A T T T	STORY DIVIDES

ACCOUNT DESCRIPTION BUGGET ACTUAL EXISTING CHANGE BUGGET								% INC/(DECR.)
5024-000 TICKET FARES 5,277,503 4,388,645 4,718,613 0 4,718,613 -10.99 5025-000 PASS FARES 6,087,634 6,489,375 6,955,125 0 6,955,125 14.25 5026-000 ADVERTISING 375,000 372,420 375,000 0 375,000 0.00 5027-000 ADVERTISING-SHELTERS 300,000 156,544 333,750 0 333,750 11.25 5030-000 STIDENT I.D. 6,000 8,874 7,000 0 7,000 16.67 5032-000 SPECIAL EVENT ROUTES 0 54,684 30,000 0 30,000 N/ 5072-000 INTEREST REVENUE 10,000 20,580 15,000 0 15,000 50.00 5049-000 PROVINCIAL SUBSIDY 7,732,692 7,733,564 8,071,510 0 8,071,510 4.38 5050-000 T.A.T.O.A. SUBSIDY 127,668 110,174 158,358 0 159,358 24.04 5007-000 ANCASTER ROUTE DEFICIT 40,947 43,049 40,876 0 40,876 -0.17 5008-000 DUNDAS ROUTE DEFICIT 186,465 179,105 185,956 0 185,956 -0.27 5009-000 STINEY CREEK REE DEFICIT 533,722 527,743 563,411 0 563,411 5.56 5053-000 GENERAL SUPPORT GRANT 535,000 550,000 0 550,000 25,000 25,000 505-000 MECHAL SUPPORT GRANT 535,000 535,000 550,000 0 550,000 25,000 25,000 -77.27 5081-000 HAMILITON LEVY 8,580,384 8,880,663 0 8,880,663 3.50 5080-000 MISC.REVENUES 110,000 4,144 25,000 0 25,000 -77.27 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -1.19 TOTAL REVENUES 40,870,922 40,565,684 42,754,202 0 42,754,202 4.619 CHARGES: FAREBOX REVENUE ASSUMPTIONS DOLLARS 1986 BIDGET 1. INCREASE IN REVENUE DUE TO CHARGE IN FARES (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN	ACCOUNT	DESCRIPTION						TO 1986
5024-000 TICKET FARES 5,277,503 4,388,645 4,718,613 0 4,718,613 -10.59 5025-000 PASS FARES 6,087,634 6,489,375 6,955,125 0 6,955,125 14.25 5026-000 NAVERITISING 375,000 372,420 375,000 0 375,000 0.00 5027-000 ADVERTISING-SHELTERS 300,000 156,544 333,750 0 333,750 11.25 5030-000 STIDENT I.D. 6,000 8,874 7,000 0 7,000 16.67 5032-000 SPECIAL EVENT ROUTES 0 54,684 30,000 0 30,000 N/ 5072-000 INTEREST REVENUE 10,000 20,580 15,000 0 15,000 50.00 5049-000 PROVINCIAL SUBSIDY 7,732,692 7,733,564 8,071,510 0 8,071,510 4.38 5050-000 T.A.T.O.A. SUBSIDY 127,668 110,174 158,358 0 158,358 24.04 5007-000 ANCASTER ROUTE DEFICIT 40,947 43,049 40,876 0 40,876 -0.17 5008-000 DUNDAS ROUTE DEFICIT 186,465 179,105 185,956 0 185,956 -0.27 5009-000 STINENY CREEK RETE DEFICIT 533,722 527,743 563,411 0 563,411 5.56 5053-000 GENERAL SUPPORT GRANT 535,000 535,000 550,000 0 550,000 25,000 25,000 25,000 0 500,000 4,144 25,000 0 25,000 -77.27 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -1.19 TOTAL REVENUES 40,870,922 40,565,684 42,754,202 0 42,754,202 4.619 CHANGES: FAREBOX REVENUE ASSUMPTIONS DOLLAR EILL REVENUE DUE TO CHANGE IN FARES 1,034,000 (1.1%) 3. INCREASE IN REVENUE DUE TO CHANGE IN FARES (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN	5023_000	CACH FADEC	7 427 007	7 000 116	0.355.040	0	0.255.040	17 249
5025-000 PASS FARES 6,067,634 6,489,375 6,955,125 0 6,955,125 14.25 5026-000 ADVERTISING 375,000 372,420 375,000 0 375,000 0.00 5027-000 ADVERTISINGS 300,000 156,544 333,750 0 333,750 11.25 5030-000 STUDENT I.D. 6,000 8,874 7,000 0 7,000 16.67 5032-000 STUDENT I.D. 6,000 8,874 7,000 0 30,000 N/5072-000 INTEREST REVENUE 10,000 20,580 15,000 0 15,000 5049-000 PROVINCIAL SUBSIDY 7,732,692 7,733,564 8,071,510 0 8,071,510 4.38 5050-000 T.A.T.O.A. SUBSIDY 127,668 110,174 158,358 0 158,358 24.04 5007-000 ANCASTER ROUTE DEFICIT 40,947 43,049 40,876 0 40,876 -0.177 5008-000 DINDAS ROUTE DEFICIT 186,465 179,105 185,956 0 185,956 -0.277 5009-000 STUNEY CREEK RITE DEFICIT 533,722 527,743 563,411 0 563,411 5.566 5053-000 GENERAL SUPPORT GRANT 535,000 535,000 550,000 0 550,000 2.800 5075-000 HAMILION LEVY 8,580,384 8,580,384 8,880,663 3.50 5080-000 MISC.REVERBUIES 110,000 4,144 25,000 0 25,000 -77,277 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -71,277 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -71,277 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -71,277 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -71,277 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -71,277 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -71,277 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -71,277 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -71,277 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -71,277 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -71,277 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -71,277 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -71,277 5081-000 FARE STABILIZATION 3,530,000 3,000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -71,277 5081-000 FARE STABILIZATION 3,530,000 3,530,000 50,500 0 50,500 0 50,500 0 50,500 0 50,500 0 50,								
5026-000 ADVERTISING 375,000 372,420 375,000 0 375,000 0.00 5027-000 ADVERTISING-SHELIERS 300,000 156,544 333,750 0 333,750 11.25 5030-000 STUDENT I.D. 6,000 8,874 7,000 0 7,000 16.67 5032-000 SPECIAL EVENT ROUTES 0 54,684 30,000 0 30,000 N/ 5072-000 INTERST REVENUE 10,000 20,580 15,000 0 15,000 50.00 5049-000 PROVINCIAL SUBSIDY 7,732,692 7,733,564 8,071,510 0 8,071,510 4.38 5050-000 T.A.T.O.A. SUBSIDY 127,668 110,174 158,358 0 158,358 24.04 5007-000 ANCASTER ROUTE DEFICIT 40,947 43,049 40,876 0 40,876 -0.17 5008-000 DINDAS ROUTE DEFICIT 186,465 179,105 185,956 0 185,956 -0.27 5008-000 STUNEY CREEK RIDE DEFICIT 533,722 527,743 563,411 0 563,411 5.566 5053-000 GENERAL SUPPORT CRANT 535,000 535,000 550,000 0 550,000 2.800 5075-000 HAMILTON LEWY 8,580,384 8,580,384 8,880,663 0 8,880,663 3.50 5080-000 MISC.REVENUES 110,000 4,144 25,000 0 25,000 -77.27 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -1.19 TOTAL REVENUES 40,870,922 40,565,684 42,754,202 0 42,754,202 4.619 CHANGES: **CHANGE TO TOTAL REVENUE DUE TO CHANGE IN FARES 1,034,000 5.5% **CHANGE TO DECREASE IN REVENUE DUE TO CHANGE IN FARE (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN				*				
5027-000 ADVERTISING-SHELTERS 300,000 156,544 333,750 0 333,750 11.25 5030-000 STUDENT I.D. 6,000 8,874 7,000 0 7,000 16.67 5032-000 SPECIAL EVENT ROUTES 0 54,684 30,000 0 30,000 N/, 5072-000 INTEREST REVENUE 10,000 20,580 15,000 0 15,000 50.00 5049-000 PROVINCIAL SUBSIDY 7,732,692 7,733,564 8,071,510 0 8,071,510 4.38 5050-000 T.A.T.O.A. SUBSIDY 127,668 110,174 158,358 0 158,358 24.04 5007-000 ANCASTER ROUTE DEFICIT 40,947 43,049 40,876 0 40,876 -0-17/ 5008-000 DUNDAS ROUTE DEFICIT 186,465 179,105 185,956 0 185,956 -0-27/ 5009-000 STONEY CREEK RITE DEFICIT 533,722 527,743 563,411 0 563,411 5.56 5053-000 GENERAL SUPPORT GRANT 535,000 535,000 550,000 0 550,000 2.80 5075-000 HAMILION LEVY 8,580,384 8,580,384 8,880,663 0 8,880,663 3.50 5080-000 MISC.REVENUES 110,000 4,144 25,000 0 25,000 -77.27/ 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -1.19 TOTAL REVENUES 40,870,922 40,565,684 42,754,202 0 42,754,202 4.619 CHANGES: FAREBOX REVENUE ASSUMPTIONS DOLLARS 19,000 (1.1%) 3. INCREASE IN REVENUE DUE TO CHANGE IN FARES (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN								
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5032-000 SPECIAL EVENT ROUTES 0 54,684 30,000 0 30,000 N/ 5072-000 INTEREST REVENUE 10,000 20,580 15,000 0 15,000 50.00 5049-000 PROVINCIAL SUBSIDY 7,732,692 7,733,564 8,071,510 0 8,071,510 4.38 5050-000 T.A.T.O.A. SUBSIDY 127,668 1110,174 158,358 0 158,358 24.04 5007-000 ANCASTER ROUTE DEFICIT 40,947 43,049 40,876 0 40,876 -0.17 5008-000 DINDAS ROUTE DEFICIT 186,465 179,105 185,956 0 185,956 0 185,956 -0.27 5009-000 STONEY CREEK RID EPFICIT 533,722 527,743 563,411 0 563,411 5.56 5053-000 GENERAL SUPPORT GRANT 535,000 535,000 550,000 0 550,000 2.80 5075-000 HAMILION LEVY 8,580,384 8,580,384 8,880,663 0 8,880,663 3.50 5080-000 MISC.REVENUES 110,000 4,144 25,000 0 25,000 -77.27 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -1.19 TOTAL REVENUES 40,870,922 40,565,684 42,754,202 0 42,754,202 4.619 CHANGES: **CHANGE TO** FAREBOX REVENUE ASSUMPTIONS** DOLLARS 1986 HUDGET 1. INCREASE IN REVENUE DUE TO A 5 CENT/DOLLAR BILL RECEIVED IN EXCESS OF 1986 CASH FARE (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN			•		-			
5072-000 INTEREST REVENUE 10,000 20,580 15,000 0 15,000 50.00 5049-000 PROVINCIAL SUBSIDY 7,732,692 7,733,564 8,071,510 0 8,071,510 4.38 5050-000 T.A.T.O.A. SUBSIDY 127,668 110,174 158,358 0 158,358 24.04 5007-000 ANCASTER ROUTE DEFICIT 40,947 43,049 40,876 0 40,876 0 -0.17* 5008-000 DUNDAS ROUTE DEFICIT 186,465 179,105 185,956 0 185,956 -0.27* 5009-000 STONEY CREEK RIE DEFICIT 533,722 527,743 563,411 0 563,411 5.56* 5053-000 GENERAL SUPPORT GRANT 535,000 535,000 550,000 0 550,000 2.80* 5075-000 HAMILTON LEVY 8,580,384 8,580,384 8,880,663 0 8,880,663 3.50* 5080-000 MISC. REVENUES 110,000 4,144 25,000 0 25,000 -77.27* 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -1.19* TOTAL REVENUES 40,870,922 40,565,684 42,754,202 0 42,754,202 4.61* CHANGES: **CHANGES IN REVENUE DUE TO CHANGE IN FARES 1,034,000 5.5% 2. DECREASE IN REVENUE DUE TO A 5 CENT/DOLLAR BILL RECEIVED IN EXCESS OF 1986 CASH FARE (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN					*			
5049-000 PROVINCIAL SUBSIDY 7,732,692 7,733,564 8,071,510 0 8,071,510 4.38 5050-000 T.A.T.O.A. SUBSIDY 127,668 110,174 158,358 0 158,358 24.04 5007-000 ANCASTER ROUTE DEFICIT 40,947 43,049 40,876 0 40,876 -0.17* 5008-000 DINDAS ROUTE DEFICIT 186,465 179,105 185,956 0 185,956 -0.27* 5009-000 SIGNEY CREEK RIE DEFICIT 533,722 527,743 563,411 0 563,411 5.56* 5053-000 GENERAL SUPPORT GRANT 535,000 535,000 550,000 0 550,000 2.80* 5075-000 HAMILTON LEVY 8,580,384 8,580,384 8,880,663 0 8,880,663 3.50* 5080-000 MISC.REVENUES 110,000 4,144 25,000 0 25,000 -77.27* 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -1.19* TOTAL REVENUES 40,870,922 40,565,684 42,754,202 0 42,754,202 4.61* CHANGES: **CHANGE TO DECREASE IN REVENUE DUE TO CHANGE IN FARES 1,034,000 5.5% 2. DECREASE IN REVENUE DUE TO A 5 CENT/DOLLAR BILL RECEIVED IN EXCESS OF 1986 CASH FARE (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN								N/A
5050-000 T.A.T.O.A. SUBSIDY 127,668 110,174 158,358 0 158,358 24.04 5007-000 ANCASTER ROUTE DEFICIT 40,947 43,049 40,876 0 40,876 -0.17 5008-000 DUNDAS ROUTE DEFICIT 186,465 179,105 185,956 0 185,956 -0.27 5009-000 STONEY CREEK RIE DEFICIT 533,722 527,743 563,411 0 563,411 5.56 5053-000 GENERAL SUPPORT GRANT 535,000 535,000 550,000 0 550,000 2,800 5075-000 HAMILITON LEVY 8,580,384 8,580,384 8,880,663 0 8,880,663 3,500 5080-000 MISC.REVENUES 110,000 4,144 25,000 0 25,000 -77,276 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -1.19 TOTAL REVENUES 40,870,922 40,565,684 42,754,202 0 42,754,202 4.619 CHANGES: * CHANGE TO FAREBOX REVENUE ASSUMPTIONS DOLLARS 1986 HUDGET 1. INCREASE IN REVENUE DUE TO CHANGE IN FARES 1,034,000 5.5% 2. DECREASE IN REVENUE DUE TO A 5 CENT/DOLLAR BILL RECEIVED IN EXCESS OF 1986 CASH FARE (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN			•	•	*		*	
5007-000 ANCASTER ROUTE DEFICIT 40,947 43,049 40,876 0 40,876 -0.17:5008-000 DUNDAS ROUTE DEFICIT 186,465 179,105 185,956 0 185,956 -0.27:5009-000 STONEY CREEK RIE DEFICIT 533,722 527,743 563,411 0 563,411 5.56:5053-000 GENERAL SUPPORT GRANT 535,000 535,000 550,000 0 550,000 2.80:5075-000 HAMILITON LEVY 8,580,384 8,580,384 8,880,663 0 8,880,663 3.550:5080-000 MISC.REVENUES 110,000 4,144 25,000 0 25,000 -77.27:5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -1.19: TOTAL REVENUES 40,870,922 40,565,684 42,754,202 0 42,754,202 4.61: CHANGES: FAREBOX REVENUE ASSUMPTIONS DOLLARS 1986 HUDGET 1. INCREASE IN REVENUE DUE TO CHANGE IN FARES 1,034,000 5.5% 2. DECREASE IN REVENUE DUE TO A 5 CENT/DOLLAR BILL RECEIVED IN EXCESS OF 1986 CASH FARE (208,000) (1.1%)						_		
5009-000 DUNDAS ROUTE DEFICIT 186,465 179,105 185,956 0 185,956 -0.27/ 5009-000 STONEY CREEK RIE DEFICIT 533,722 527,743 563,411 0 563,411 5.56 5053-000 GENERAL SUPPORT GRANT 535,000 535,000 550,000 0 550,000 2.80 5075-000 HAMILITON LEVY 8,580,384 8,580,384 8,880,663 0 8,890,663 3.50 5080-000 MISC.REVENUES 110,000 4,144 25,000 0 25,000 -77.27/ 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -1.19 TOTAL REVENUES 40,870,922 40,565,684 42,754,202 0 42,754,202 4.619 CHANGES: FAREBOX REVENUE ASSUMPTIONS DOLLARS 1986 BUDGET 1. INCREASE IN REVENUE DUE TO CHANGE IN FARES 1,034,000 5.5% 2. DECREASE IN REVENUE DUE TO A 5 CENT/DOLLAR BILL RECEIVED IN EXCESS OF 1986 CASH FARE (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN			· ·			_	•	
5009-000 STONEY CREEK RITE DEFICIT 533,722 527,743 563,411 0 563,411 5.56 5053-000 GENERAL SUPPORT GRANT 535,000 535,000 550,000 0 550,000 2.80 5075-000 HAMILITON LEVY 8,580,384 8,580,384 8,880,663 0 8,880,663 3.50 5080-000 MISC.REVENUES 110,000 4,144 25,000 0 25,000 -77.27 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -1.19 TOTAL REVENUES 40,870,922 40,565,684 42,754,202 0 42,754,202 4.619 CHANGES: * CHANGE TO FAREBOX REVENUE ASSUMPTIONS DOLLARS 1986 BUDGET 1. INCREASE IN REVENUE DUE TO CHANGE IN FARES 1,034,000 5.5% 2. DECREASE IN REVENUE DUE TO A 5 CENT/DOLLAR BILL RECEIVED IN EXCESS OF 1986 CASH FARE (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN			· ·	*	*			
5053-000 GENERAL SUPPORT GRANT 535,000 535,000 550,000 0 550,000 2.800 5075-000 HAMILITON LEVY 8,580,384 8,580,384 8,880,663 0 8,880,663 3.500 5080-000 MISC.REVENUES 110,000 4,144 25,000 0 25,000 -77.270 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -1.190 TOTAL REVENUES 40,870,922 40,565,684 42,754,202 0 42,754,202 4.610 CHANGES: **CHANGES: **CHANGE TO 1986 EUDGET 1. INCREASE IN REVENUE DUE TO CHANGE IN FARES 1,034,000 5.5% 2. DECREASE IN REVENUE DUE TO A 5 CENT/DOLLAR EILL RECEIVED IN EXCESS OF 1986 CASH FARE (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN					•			
5075-000 HAMILITON LEVY 8,580,384 8,580,384 8,880,663 0 8,880,663 3.500 5080-000 MISC.REVENUES 110,000 4,144 25,000 0 25,000 -77.278 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -1.198 TOTAL REVENUES 40,870,922 40,565,684 42,754,202 0 42,754,202 4.618 CHANGES: FAREBOX REVENUE ASSUMPTIONS DOLLARS 1986 EUDGET 1. INCREASE IN REVENUE DUE TO CHANGE IN FARES 1,034,000 5.5% 2. DECREASE IN REVENUE DUE TO A 5 CENT/DOLLAR BILL RECEIVED IN EXCESS OF 1986 CASH FARE (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN						0	*	5.56%
5080-000 MISC.REVENUES 110,000 4,144 25,000 0 25,000 -77.275 5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -1.195 TOTAL REVENUES 40,870,922 40,565,684 42,754,202 0 42,754,202 4.615 CHANGES: FAREBOX REVENUE ASSUMPTIONS DOLLARS 1986 HUDGET 1. INCREASE IN REVENUE DUE TO CHANGE IN FARES 1,034,000 5.5% 2. DECREASE IN REVENUE DUE TO A 5 CENT/DOLLAR BILL RECEIVED IN EXCESS OF 1986 CASH FARE (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN			•	•	•	0	•	2.80%
5081-000 FARE STABILIZATION 3,530,000 3,371,283 3,488,000 0 3,488,000 -1.19 TOTAL REVENUES 40,870,922 40,565,684 42,754,202 0 42,754,202 4.619 CHANGES: FAREBOX REVENUE ASSUMPTIONS DOLLARS 1986 BUDGET 1. INCREASE IN REVENUE DUE TO CHANGE IN FARES 1,034,000 5.5% 2. DECREASE IN REVENUE DUE TO A 5 CENT/DOLLAR BILL RECEIVED IN EXCESS OF 1986 CASH FARE (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN						0		3.50%
TOTAL REVENUES 40,870,922 40,565,684 42,754,202 0 42,754,202 4.619 CHANGES: FAREBOX REVENUE ASSUMPTIONS DOLLARS 1. INCREASE IN REVENUE DUE TO CHANGE IN FARES 1,034,000 5.5% 2. DECREASE IN REVENUE DUE TO A 5 CENT/DOLLAR BILL RECEIVED IN EXCESS OF 1986 CASH FARE (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN			*	*	•	0	*	-77.278
CHANGES: FAREBOX REVENUE ASSUMPTIONS DOLLARS 1. INCREASE IN REVENUE DUE TO CHANGE IN FARES 1. O34,000 5.5% 2. DECREASE IN REVENUE DUE TO A 5 CENT/DOLLAR BILL RECEIVED IN EXCESS OF 1986 CASH FARE (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN	5081-000	FARE STABILIZATION	3,530,000	3,371,283	3,488,000	0	3,488,000	-1.19%
FAREBOX REVENUE ASSUMPTIONS DOLLARS 1986 BUDGET 1. INCREASE IN REVENUE DUE TO CHANGE IN FARES 1,034,000 5.5% 2. DECREASE IN REVENUE DUE TO A 5 CENT/DOLLAR BILL RECEIVED IN EXCESS OF 1986 CASH FARE (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN		TOTAL REVENUES	40,870,922	40,565,684	42,754,202	0	42,754,202	4.61%
1. INCREASE IN REVENUE DUE TO CHANGE IN FARES 1,034,000 5.5% 2. DECREASE IN REVENUE DUE TO A 5 CENT/DOLLAR BILL RECEIVED IN EXCESS OF 1986 CASH FARE (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN	CHANGES:							the second secon
2. DECREASE IN REVENUE DUE TO A 5 CENT/DOLLAR BILL RECEIVED IN EXCESS OF 1986 CASH FARE (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN	FAREBOX	REVENUE ASSUMPTIONS		DOLLARS				
BILL RECEIVED IN EXCESS OF 1986 CASH FARE (208,000) (1.1%) 3. INCREASE IN REVENUE DUE TO DECREASE IN	1. INCRE	FASE IN REVENUE DUE TO CHANGE	IN FARES	1,034,000	5.5%			
			•	(208,000)	(1.1%)			
				100,000	•53%			

300,000

1,226,000

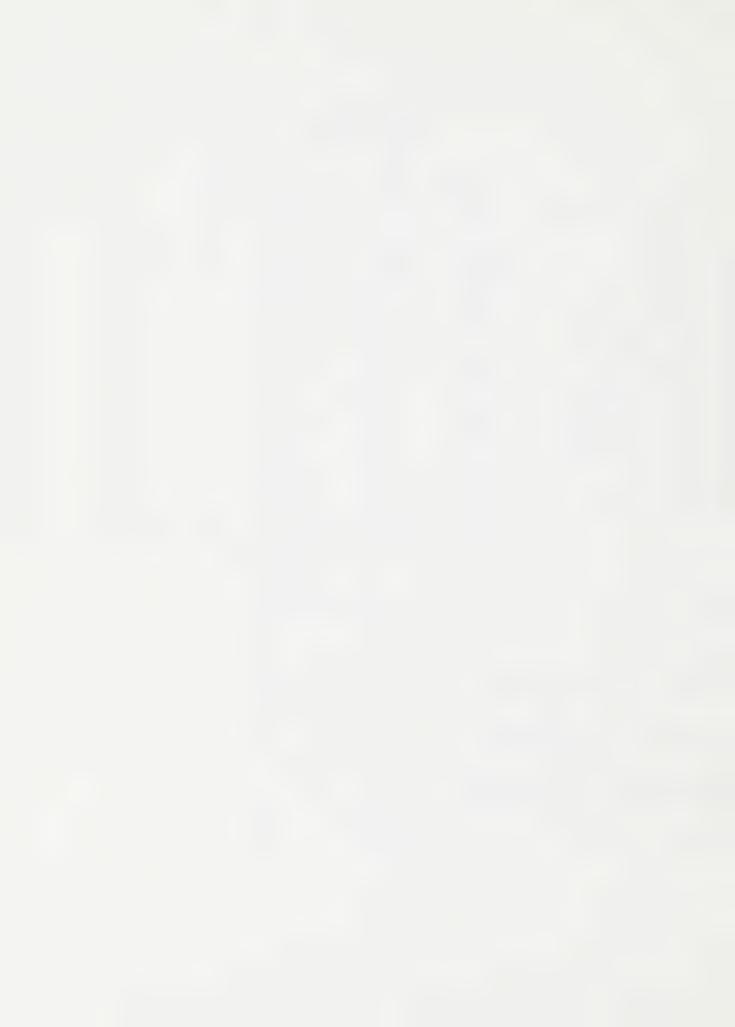
1.59%

6.52%

4. GENERAL INCREASE IN RIDERSHIP AS A RESULT OF

TOTAL CHANGE FROM 1986 BUDGET

RIE. EXPANSIONS, BEELINE AND TO REFLECT AN AVG. 18 INCREASE EXHIBITED IN THE LAST QUARTER OF 1986



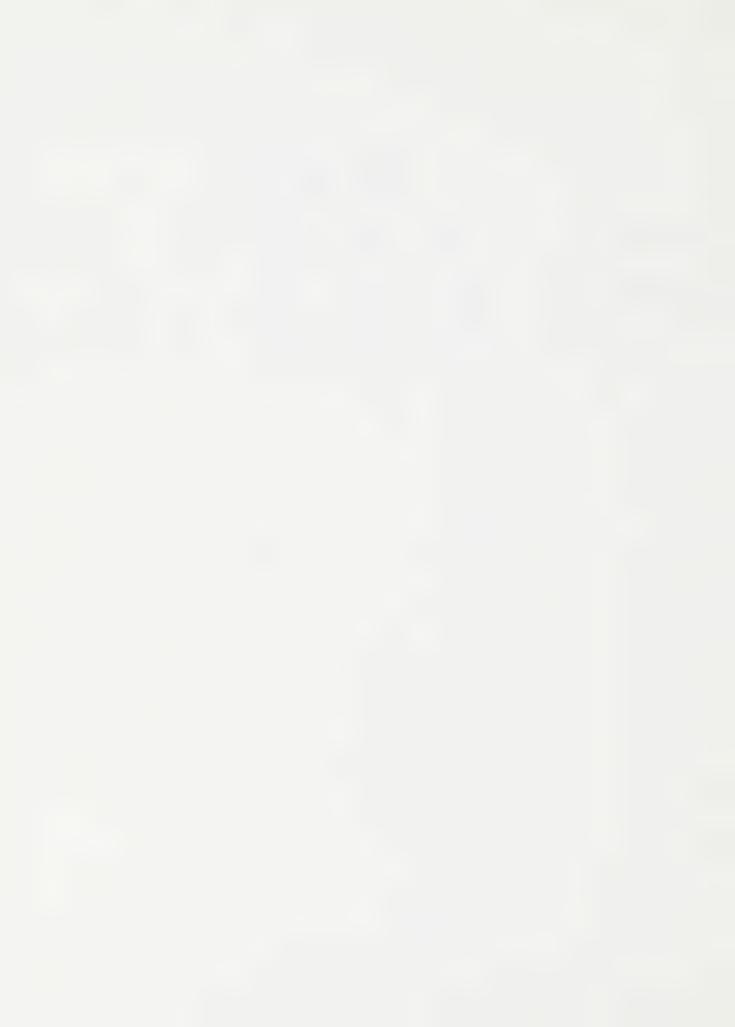
PROGRAM :H.S.R.

ACTIVITY : CAPITAL EXPENDITURES

4006–101 4657–101	CONTRIBUTION TO CAPITAL DEBT CHARGES	200,000	200,000 877,119	207,000	0	207,000	3.509 48.759
	TOTAL CAPITAL EXPENDITURE	1,082,000	1,077,119	1,519,000	0	1,519,000	40.394

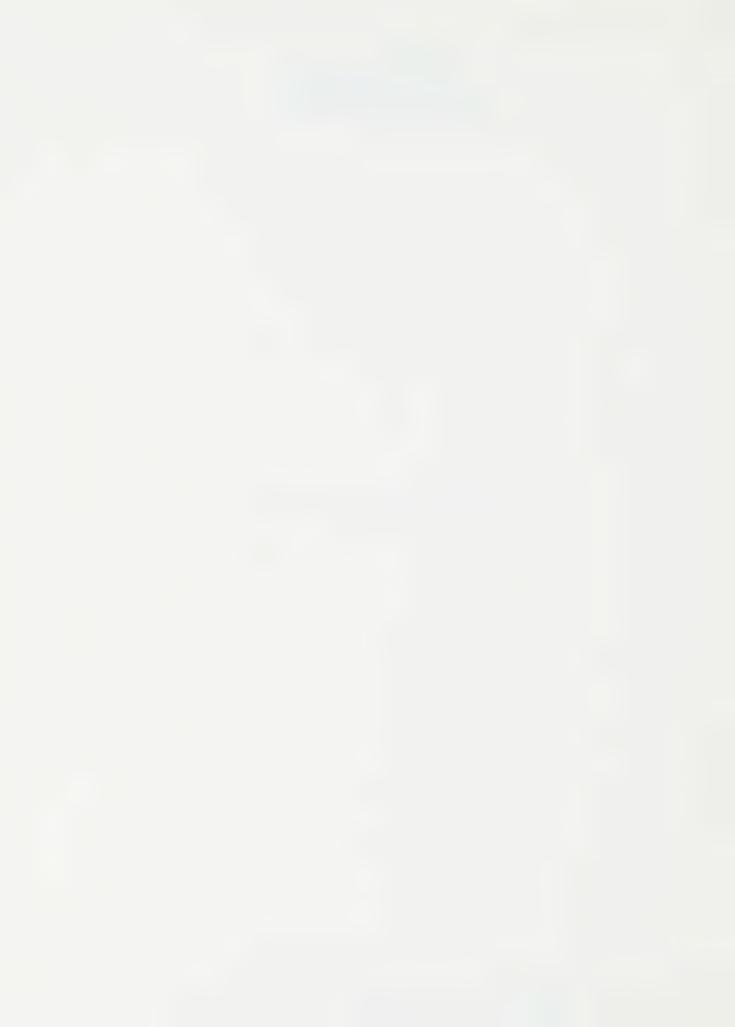
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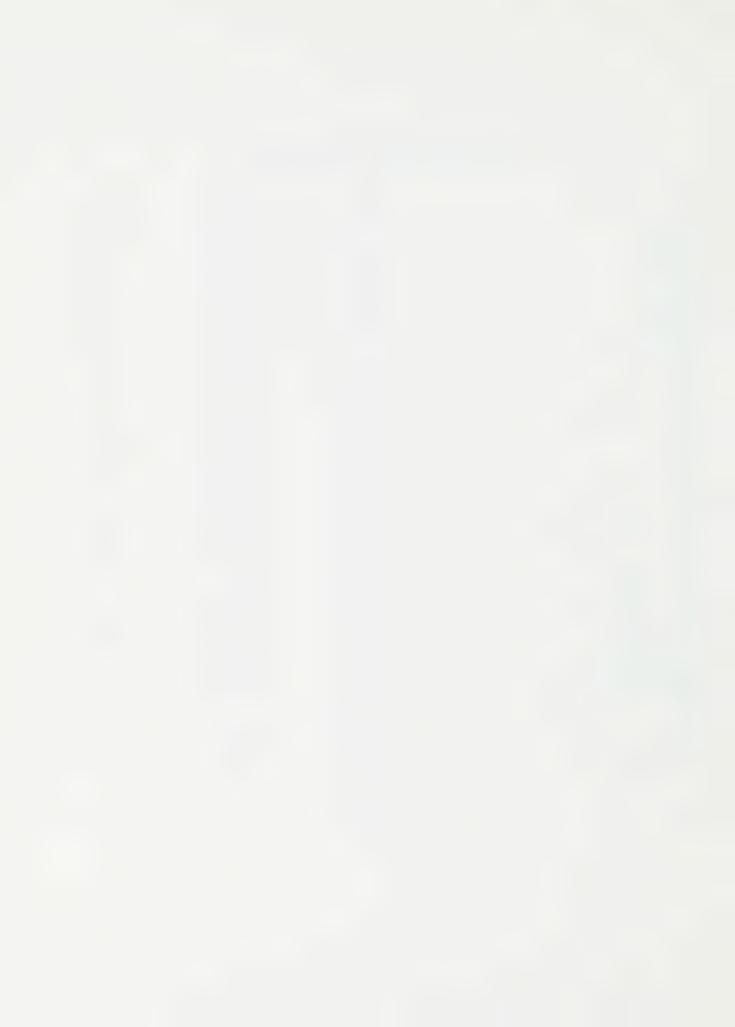


THE HAMILTON STREET RAILWAY COMPANY ROUTE ANALYSIS



THE HAMILTON STREET RAILWAY COMPANY 1987/1986 Mileage Budget Comparison

Routes	1986 Budget	1987 Budget	% Change Inc/(Dec)
Aberdeen	178,796	156,002	(12.7)
Barton	873,254	878,274	.6
Bayfront	392,093	392,208	0
Burlington	191,245	191,526	.1
Cannon	241,062	228,770	(5:1)
College	37,296	54,364	45.8
Delaware	1,458,317	1,359,993	(6.7)
Dundas Local	18,900	18,975	. 4
Fennell	626,202	554,857	(11.4)
Garth	191,726	191,806	0
King	819,134	799,482	(2.4)
BeeLine	57,792	174,064	n/a
Limeridge Heritage	137,224	149,841	9.2
Locke	121,677	105,702	(13.1)
Mohawk	300,156	269,087	(10.4)
Nash	156,491	156,616	.1
Parkdale	310,502	330,655	6.5
Sanatorium Ancaster	256,266	256,594	.1
Sherman Ottawa	57,708	17,237	n/a
Stoney Creek Central	101,577	129,982	27.9
Stoney Creek Local	54,523	61,382	12.6
University Ancaster	166,950	146,144	(12.5)
Upper Gage	352,783	354,277	. 4
Upper James	378,761	390,193	3.1
Upper Kenilworth	283,352	283,758	.1
Upper Ottawa	323,443	307,187	(5.0)
Upper Paradise	150,585	180,457	19.8
Upper Sherman	268,932	273,466	1.7
Upper Wellington	185,319	185,471	0
Upper Wentworth	238,521	242,378	1.6
Wentworth Loop North	15,624	· _	
Wentworth Loop South	14,364	7970	mph.
York	81,266	81,266	_
Special Events	118,487	42,847	
Confederation Park	8,404	8,404	
Rock Gardens	2,268	2,268	_
System Total	9,171,000	8,975,534	(2.1)

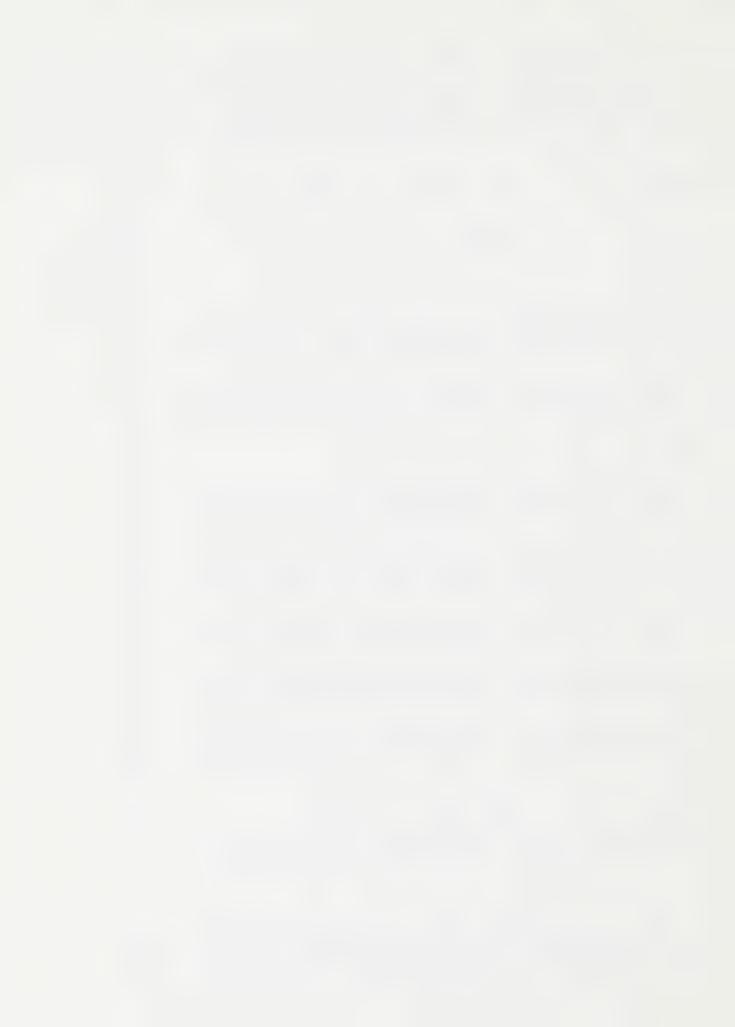


THE HAMILTON STREET RAILWAY ROUTE COSTS AND ALLOCATION OF DEFICIT 1987 BUDGET

ROUTES	TOTAL S	TOTAL SUBURBAN	TOTAL	TOTAL OPER	MAINTCE	TOTAL	GROSS		PROVINCIAL		ANCASTER	DUNDAS	STONEY	HAM IL TON	REV COST
n es est est est est est est est est est	MILES	MILES	REVENUE	EXFENSE	EXPENSE	EXPENSE	DEFICIT	SUBSIDY	SUBSIDY	DEFICIT			CREEK	~	MILE MILE
ABERDEEN	156,002		267,217	414,648	235,754	793,733	-526,516		149,848	-376,668				376,668	1.71 5.09
BARTON	878,274		3,292,822	2,297,594	1,327,270	4,431,803	-1,138,981		836,674	-302,307				302,307	3.75 5.05
BAYFROHT	392,208		692,371	961,643	592,715	1,914,709	-1,222,338		361,475	-860,863				860,863	1.77 4.88
BEEL INE EXPRESS	174,064		196,449	300,561	263,050	723,537	-527,088		136,596	-390,493				390,493	1.13 4.16
BURLINGTON	191,526	44,191	206,723	427,645	289,439	893,053	-686,330	158,358	168,598	-359,374				359,374	1.08 4.66
CANNON	228,770		494,638	607,572	345,723	1,163,484	-668,846		219,653	-449,194				449,194	2,16 5,09
COLLEGE	54,364		67,819	138,927	82,156	271,032	-203,213		51,168	-152,045				152,045	1.25 4.99
CONFEDERATION PARK	8,404		8,878	19,416	12,700	39,837	-30,959		7,521	-23,438				23,438	1.06 4.74
DUN/DEL/WH/MW	1,359,993		3,444,549	3,058,017	2,055,255	6,362,804	-2,918,255		1,201,225	-1,717,029				1,564,069	2.53 4.68
S.C.		19,255											24,310	-	
DUNDAS		101,899										128,650			
DUNDAS LOCAL	18,975	18,975	13,409	41,063	28,675	87,172	-73,763		16:457	-57,306		57,306		0	0.71 4.59
FEMMELL	554,857		952,751	1,098,943	838,514	2,447,247	-1,494,496		462,013	-1,032,484				1,032,484	1.72 4.41
GARTH	191,806		377,446	471,682	289,862	937,771	-560,325		177,041	-383,285				383,285	1.97 4.89
KING	799,482	30,772	3,071,431	2,106,053	1,208,197	4,048,796	-977,366		764,367	-212,999			8,198	204,800	3.84 5.06
LINERIDGE/HERITAGE	149,842	23,506	176,780	343,240	226,445	707,357	-530,576		133,541	-397,036			62,284	334,752	1.18 4.72
LOCKE	105,702		245,960	350,985	159,740	607,841	-361,881		114,753	-247,128				247,128	2,33 5,75
MOHAWK	269,087		539,070	580,904	406,651	1,234,786	-695,716		233,114	-462,602				462,602	2.00 4.59
MASH	156,616		315,128	404,928	236,682	785,505	-470,378		148,295	-322,083				322,083	-
PARKDALE	330,655	30,008	448,171	745,140	469.664	1,548,633	-1,100,462		292,364	-808,098			73,337	734,760	
ROCK BARDENS	2,268		2,063	2,289	3,427	10,800	-8,737		2,039	-6,698				86919	-
SAMATORIUM/ANCASTE	256,594	12,144	394,585	544,833	387,771	1,168,357	-773,772		220,573	-553,200	26,182			527,018	1.54 4.55
SHERMAN/OTTAWA	17,237		15,316	47,282	26,049	89,178	-73,861		16,836	-57,026				57,026	0.89 5.17
S.C. CENTRAL	129,982	108,094	136,989	265,355	196,432	581,211	-444,222		109,726	-334,496			278,170	56,327	1.05 4.47
S.C. LOCAL	61,382	61,382	125,371	149,756	92,762	298,914	-173,544		56,432	-117,112			117,112	0	2.04 4.87
UNIVERSITY/ANCASTE	146,144	15,939	436,421	348,941	220,856	704,072	-267,650		132,921	-134,730	14,694			120,036	2.99 4.82
UPPER GAGE	354,277		758,303	755,138	535,392	1,616,032	-857,729		305,089	-552,641				552,641	2.14 4.56
UPPER JAMES	390,193		957,332	894,490	289,669	1,842,660	-885, 329		347,873	-537,455				537,455	2.45 4.72
UPPER KENTLHORTH	283,758		547,948	590,422	428,822	1,279,955	-732,007		241,641	-490,366				490,366	1.93 4.51
UPPER OTTAWA	307,187		631,856	653,422	464,229	1,399,887	-768,032		254,283	-503,749				503,749	2.06 4.56
UPPER PARADISE	180,457		285,724	418,117	272,711	826,628	-570,905		161,722	-402,183				409,183	1.58 4.75
UPPER SHERMAN	273,466		545,086	642,730	413,269	1,307,253	-762,167		246,795	-515-372				515,372	1.99 4.78
UPPER WELLINGTON	185,471		414,201	505,894	280,288	956,589	-542,388		180,593	-361,795				361,795	-
UPPER WENTWORTH	242,378		551,232	563,983	366,288	1,152,963	-601,731		217,666	-384,064				384,064	2.27 4.76
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REGIONAL SUPPORT GRANT FARE STABILIZATION		CITY OF MAHILTON	



ROUTES	TOTAL S MILES	TOTAL SUBURBAN MILES MILES	TOTAL REVENUE	ADMIN	TOTAL OPER Expense	NAINTCE	TOTAL	GROSS DEFICIT	BOUNDARY F SUBSIDY	PROVINCIAL SUBSIDY	DEFICIT	ANCASTER	DUNDAS	STONEY	HAMILTON	REV COST /HILE /HILE
ABERDEEN	178,796		251,125	139,185	457,564	261,027	857,776	-606,651		162,289	-444,362				444,362	1.40 4.80
BARTON	873,254		2,955,958	679,792	2,199,982	1,274,875	4,154,648	-1,198,690		786,051	-412,639				412,639	
DAYFRONT	392,093		521,259	305,228	925,348	572,422	1,802,998	-1,281,739		341,123	-940,615				940,615	-
BURL INGTON	191,245	44,147	286,291	148,876	4111273	279,201	839,350	-553,060	127,668	158,803	-266,588				266,588	1.50 4.39
CANNON	241,062		524,373	187,657	617,276	351,929	1,156,862	-632,489		218,876	-413,613				413,613	2.18 4.80
COLLEGE	37,296		67,025	29,033	90,413	54,449	173,896	-106,871		32,901	-73,970				73,970	1.80 4.66
CONFEDERATION PARK	8,404		06666	6,542	18,747	12,269	37,558	-27,569		7,106	-20,463				20,463	
DUN/DEL/MH/MM	1,458,317		3,146,150	1,135,239	3,167,058	2,129,015	6,431,312	-3,285,162		1,216,791	-2,068,371				1,906,431	2.16 4.41
S.C.		19,603												27,803		
DUNDAS I OF A	18.900	18.900	17.901	14.713	19.181	27,592	81.48A	-47,787		15.455	-52, 228		52,128		C	0.74 4.32
FENNELL	626,202		920,029	487,472	1,193,837	914,200	2,595,510	-1,675,481		491,065	-1,184,416		270.70		1,184,416	
GARTH	191,726		379,326	149,251	454,015	279,903	883,169	-503,843		167,094	-336,749				336,749	-
KING	819,134	123,479	2,936,516	637,661	2,021,896	1,195,864	3,855,421	-918,905		729,438	-189,468			28,561	160,907	-
KING EXPRESS	57,792		59,992	44,989	95,347	84,371	224,707	-164,715		42,514	-122,201				122,201	1.04 3.89
LINERIDGE/NERITAGE	137,224	35,213	140,875	106,823	293,228	200,335	985 4009	-459,510		113,592	-345,919			88,766	257,153	
LOCKE	121,677		252,700	94,720	391,950	177,638	664,308	-411,608		125,686	-285,923				285,923	-
MOHAWK	300,156		552,129	233,639	624,276	438,202	1,296,136	-764,007		243,226	-518,/80				518,/80	1.// 4.52
MASH September	130,471		30/1632	7784171	3871432	504 407	1371/10	432,104		137,733	7116767-			1, 577	7111767	-
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SAMATOR THE AMERICE	756.266	12.096	374.373	199.492	523.999	374,126	1.097.617	-773,244		207.667	-515,577	74.776			491,241	
SHERMAN/OTTAWA	57,708		51,541	44,923	151,364	84,249	280,536	-228,995		53,077	-175,919				175,919	-
S.C. CENTRAL	101,577	101,577	86,535	79,073	241,933	148,294	469,300	-382,764		88,790	-293,974			293,974	0	-
S.C. LOCAL	54,523	54,523	113,610	42,444	126,663	79,599	248,705	-135,096		47,054	-88,041			88,041	0	2,08 4,56
UNIVERSITY/ANCASTE	166,950	15,876	442,674	129,964	387,716	243,732	761,412	-318,738		144,038	-174,680	16,611			158,069	2.65 4.56
UPPER GAGE	352,783		716,768	274,627	708,084	515,032	1,497,743	-780,975		283,370	-497,605				497,605	2.03 4.25
UPPER JAKES	378,761		923,834	294,850	863,512	552,958	1,711,320	-787,486		323,778	-463,708				463,708	-18
JPPER KENILWORTH	283, 352		522,307	220,578	567,162	413,669	1,201,409	-679,102		227,304	-451,798				451,798	4
UPPER OTTAWA	323,443		698,009	251,787	662,406	472,199	1,386,392	-785,522		262,302	-523,220				523,220	-
UPPER PARADISE	150,585		260,444	11/12/4	526,631	219,841	663,696	-403,252		125,570	-277,682				277,682	-
UPPER SHERMAN	268,932		211,0%	204, 352	602,732	392,617	1,204,721	-693,625		227,931	-4651694				462,694	
JPPER WELLINGTON	185,319		587,785	144,263	529,747	270,550	944,560	-557,304		178,709	-378,596				378,596	
UPPER WENTWOKEN	175,862		7,030	171.C1	18/182/	348,220	1,021,136	-4/8,322		195,514	800,582-				800,4582	
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YORK	81,266		203,816	63,262	282,119	118,641	464,023	-260,206		87,792	-172,414				172,414	2.51 5.71
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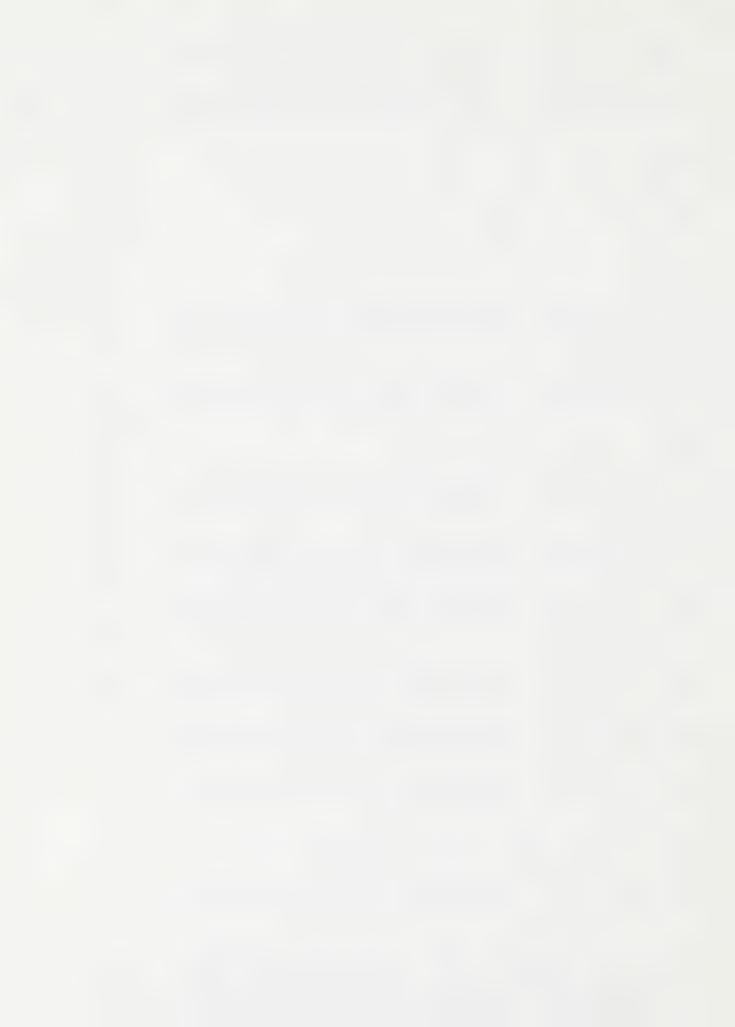
8,665,384

CITY OF HAMILTON ADJUSTMENT

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REGIONAL SUPPORT GRANT FARE STABILIZATION



THE HAMILTON STREET RAILWAY COMPANY

1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

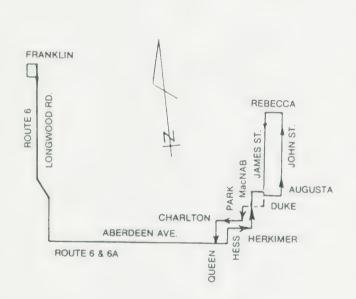
ROUTE #

6-6A

NAME

ABERDEEN

LEVEL OF SERVICE



	Budget	Budget
	1986	1987
Estimated Passengers Carried	449,907	443,945
Live Miles Deadhead Miles	169,855	146,330 9,672
Total Route Miles	178,796	156,002
Direct Driving Hours	18,154	15,840
Total Revenue Farebox	241,913	257,130
Other Revenue	9,212	10,087
Total Revenue	251,125	267,217
Revenue/Mile	1.40	1.71
Subsidies	606,651	526,516
Direct Driving Cost Other Op'g Cost	259,498 598,278	231,139 562,594
Total Route Cost	857,776	793,733
Cost/Mile	4.80	5.08
Passenger Revenue per Cost Ratio	.29	.34

THE HAMILTON STREET RAILWAY COMPANY

1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

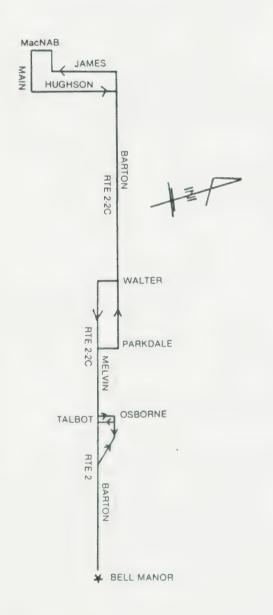
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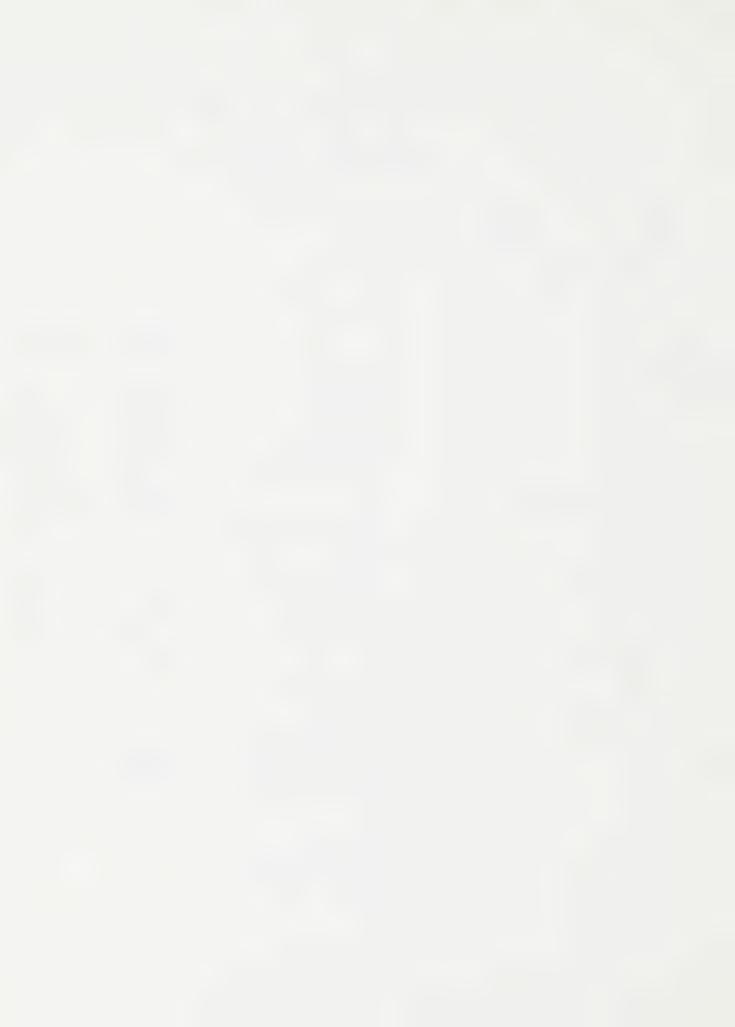
NAME

BARTON

LEVEL OF SERVICE



	Budget 1986	Budget 1987
Estimated Passenger Carried	5,087,356	5,356,505
Carried	5,007,550	5,356,505
Live Miles Deadhead Miles	847,059 26,195	850,170 28,105
Total Route Miles	873,254	878,275
Direct Driving Hours	87,283	87,768
Total Revenue Farebox	2,847,527	3,168,523
Other Revenue	108,431	124,299
Total Revenue	2,955,958	3,292,822
Revenue/Mile	3.38	3.74
Subsidies	1,198,690	1,138,981
Direct Driving Cost Other Op'g Cost	1,247,674 2,906,874	1,280,759 3,151,044
Total Route Cost	4,154,548	4,431,803
Cost/Mile	4.76	5.05
Passenger Revenue per Cost Ratio	.71	.74



1987 CURRENT BUDGET

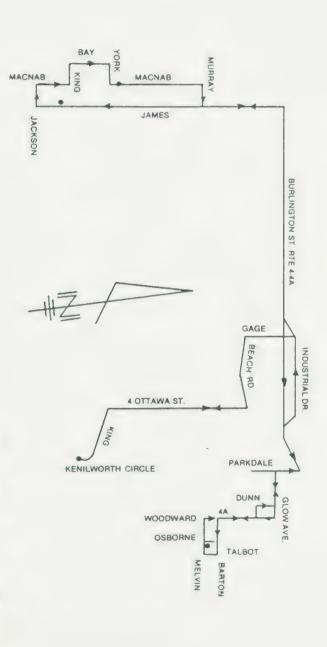
TRANSIT ROUTE INFORMATION

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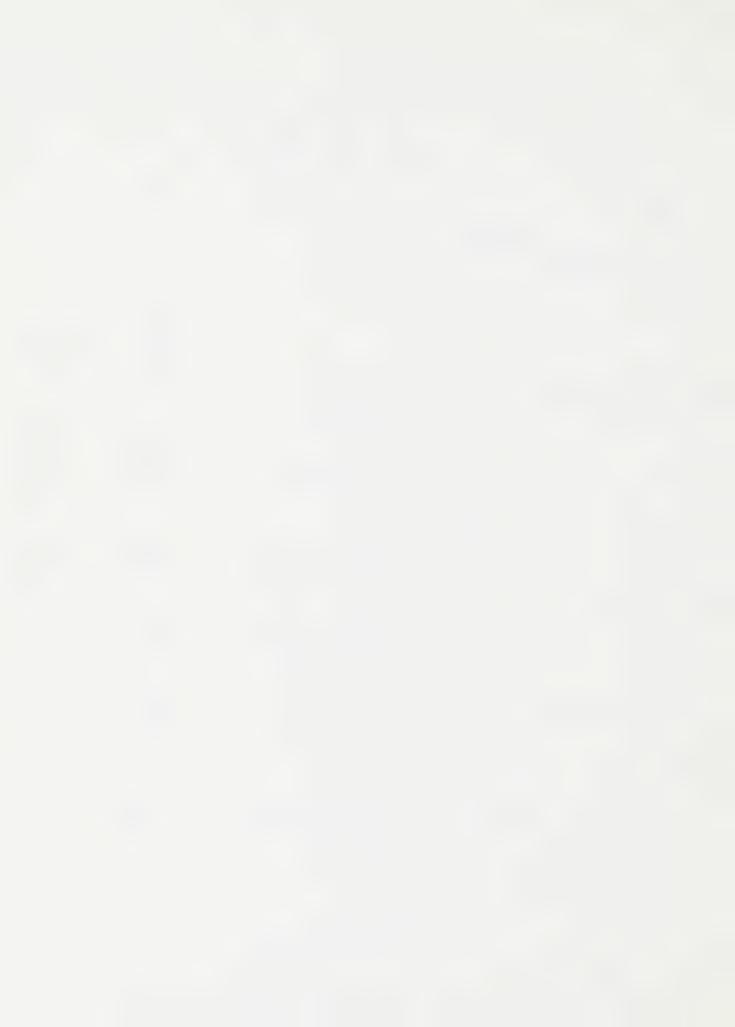
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NAME

BAYFRONT



		Budget 1986	Budget 1987
			-
*	Estimated Passenger Carried	756,325	1,214,281
	Live Miles Deadhead Miles	368,568 23,525	368,676 23,532
	Total Route Miles	392,093	392,208
	Direct Driving Hours	36,713	36,734
	Total Revenue Farebox	502,138	666,235
	Other Revenue	19,121	26,136
	Total Revenue	521,259	692,371
	Revenue/Mile	1.33	1.77
	Subsidies	1,281,739	1,222,338
	Direct Driving Cost Other Op'g Cost	524,792 1,278,206	536,053 1,378,656
	Total Route Cost	1,802,998	1,914,709
	Cost/Mile	4.60	4.88
	Passenger Revenue per Cost Ratio	.29	.37



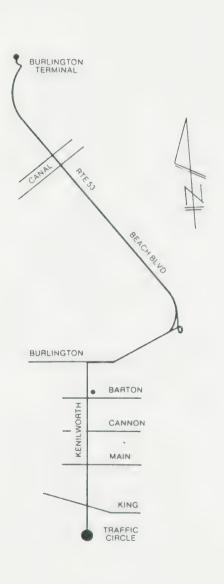
1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE #

4A

NAME BURLINGTON



	Budget 1986	Budget 1987
Estimated Passengers Carried	577,763	344,505
Live Miles Deadhead Miles	180,345	180,610
Total Route Miles	191,245	191,526
Direct Driving Hours	16,317	16,336
Total Revenue Farebox	275,789	198,920
Other Revenue	10,502	7,803
Total Revenue	286,291	206,723
Revenue/Mile	1.50	1.08
Subsidies	553,060	686,330
Direct Driving Cost Other Op'g Cost	233,245 606,105 839,350	238,384 654,669 893,053
Total Route Cost	839,350	093,053
Cost/Mile	4.39	4.66
Passenger Revenue per Cost Ratio	.34	.23

1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 3-3A

NAME CANNON

LEVEL OF SERVICE

HUGHSON	ST.
KING ST.	
WELLINGTON	ST T
SHERMAN	CANNON
CANNON ROUTE 3. 3A	STREET
STRATHEARN ROUTE 3 LIGHT REID AVE.	
T. T. T. T.	

	Budget 1986	Budget 1987
Estimated Passengers Carried	916,488	807,628
Live Miles Deadhead Miles	236,236 4,826	223,280 5,490
Total Route Miles	241,062	228,770
Direct Driving Hours	24,490	23,209
Total Revenue Farebox	505,165	475,966
Other Revenue	19,208	18,672
Total Revenue	524,373	494,638
Revenue/Mile	2.18	2.16
Subsidies	632,489	668,846
Direct Driving Cost Other Op'g Cost	350,075 806,787	338,682 824,802
Total Route Cost	1,156,862	1,163,484
Cost/Mile	4.80	5.09
Passenger Revenue per Cost Ratio	.45	.42

3 *

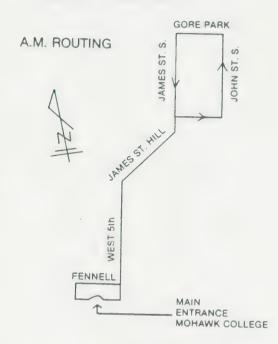
1987 CURRENT BUDGET

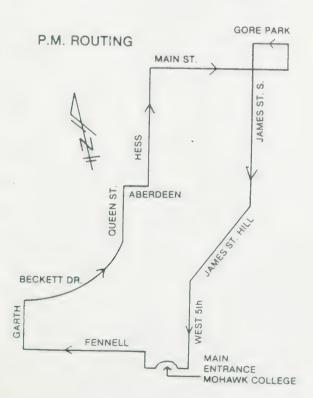
TRANSIT ROUTE INFORMATION

ROUTE # 35

NAME

COLLEGE





	Budget 1986	Budget 1987
Estimated Passengers Carried	118,399	113,647
Live Miles Deadhead Miles	27,604 9,692	40,121 14,243
Total Route Miles	37,296	54,364
Direct Driving Hours	3,592	5,307
Total Revenue Farebox	64,566	65,259
Other Revenue	2,459	2,560
Total Revenue	67,025	67,819
Revenue/Mile	1.80	1.25
Subsidies	106,871	203,213
Direct Driving Cost Other Op'g Cost	51,276 122,620	77,443 193,589
Total Route Cost	173,896	271,032
Cost/Mile	4.66	4.99
Passenger Revenue per Cost Ratio	.39	.25

1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 56

NAME CONFEDERATION PARK

	Budget 1986	Budget 1987
Estimated Passengers Carried	24,077	20,305
Live Miles Deadhead Miles	8,404	8,404
Total Route Miles	8,404	8,404
Direct Driving Hours	736	741
Total Revenue Farebox	9,623	8,543
Other Revenue	367	335
Total Revenue	9,990	8,878
Revenue/Mile	1.19	1.06
Subsidies	27,569	30,959
Direct Driving Cost Other Op'g Cost	10,632 26,926	10,823 29,014
Total Route Cost	37,558	39,837
Cost/Mile	4.47	4.74
Passenger Revenue per Cost Ratio	.27	.22

1987 CURRENT BUDGET

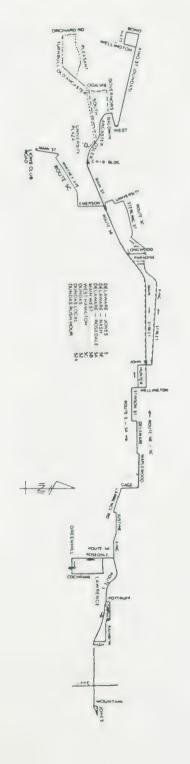
TRANSIT ROUTE INFORMATION

ROUTE #

5-5A-5B-5C-52

NAME

DELAWARE/WEST HAMILTON-MAIN WEST



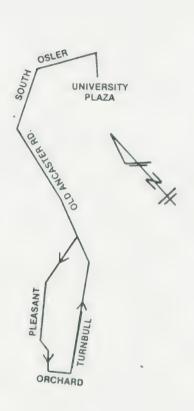
	Budget 1986	Budget 1987
Estimated Passengers Carried	5,193,175	5,371,332
Live Miles Deadhead Miles	1,312,483 145,834	1,230,794 129,199
Total Route Miles	1,458,317	1,359,993
Direct Driving Hours	125,656	116,817
Total Revenue Farebox	3,030,743	3,314,523
Other Revenue	115,407	130,026
Total Revenue	3,146,150	3,444,549
Revenue/Mile	2.16	2.53
Subsidies	3,285,162	2,918,255
Direct Driving Cost Other Op'g Cost	1,796,131 4,635,181	1,704,645 4,658,159
Total Route Cost	6,431,312	6,362,804
Cost/Mile	4.41	4.68
Passenger Revenue per Cost Ratio	.49	.54

1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 52A

NAME DUNDAS LOCAL



	Budget 1986	Budget 1987
Estimated		
Passengers Carried	31,210	26,832
Live Miles Deadhead Miles	11,156 7,744	13,491 5,484
Total Route Miles	18,900	18,975
Direct Driving Hours	1,562	1,568
Total		
Revenue Farebox	13,393	12,903
Other Revenue	510	506
Total Revenue	13,903	13,409
Revenue/Mile	.74	.71
Subsidies	67,783	73,763
Direct Driving Cost Other Op'g Cost	22,334 59,352	22,890 64,282
Total Route Cost	81,686	87,172
Cost/Mile	4.32	4.59
Passenger Revenue per Cost Ratio	.17	.15

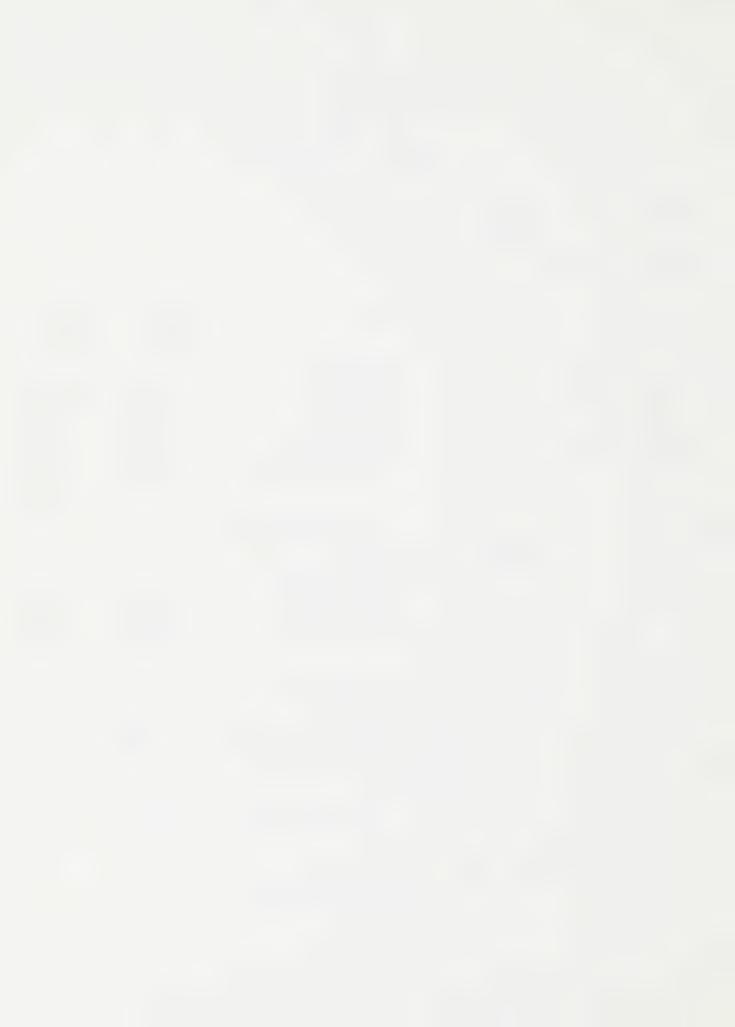
1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 31-31A-31B-31C-31D

NAME FENNELL

			Budget 1986	Budget 1987
UPPER PARADISE R	ENIC	Estimated Passengers Carried	1,613,769	1,565,906
SANATORIUM WES	T 21st ST.	Live Miles Deadhead Miles	582,371 43,831	515,462 39,395
CHESTER		Total Route Miles	626,202	554,857
5		Direct Driving Hours	47,367	41,979
WEST 5th ST.	+21	Total Revenue Farebox	886,280	916,786
CH RD		Other Revenue	33,749	35,965
	FEN	Total Revenue	920,029	952,751
	FENHELL AVE	Revenue/Mile	1.47	1.72
	GAGE AVE.	Subsidies	1,675,481	1,494,496
	WENILWOATH ACCESS	Direct Driving Cost Other Op'g Cost	677,060 1,918,450	612,589 1,834,658
	BEACH BEACH			
UPPER OTTAL		Total Route Cost	2,595,510	2,447,247
	KENILWORTH AVE.	Cost/Mile	4.14	4.41
	FELL	Passenger Revenue per Cost Ratio	.36	.39



1987 CURRENT BUDGET

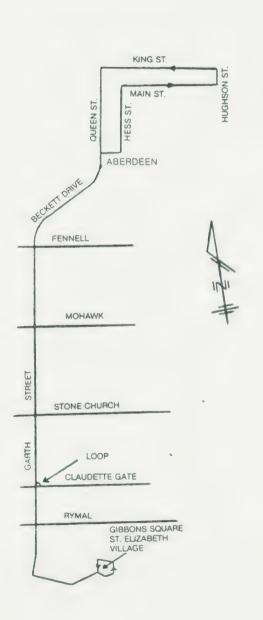
TRANSIT ROUTE INFORMATION

ROUTE #

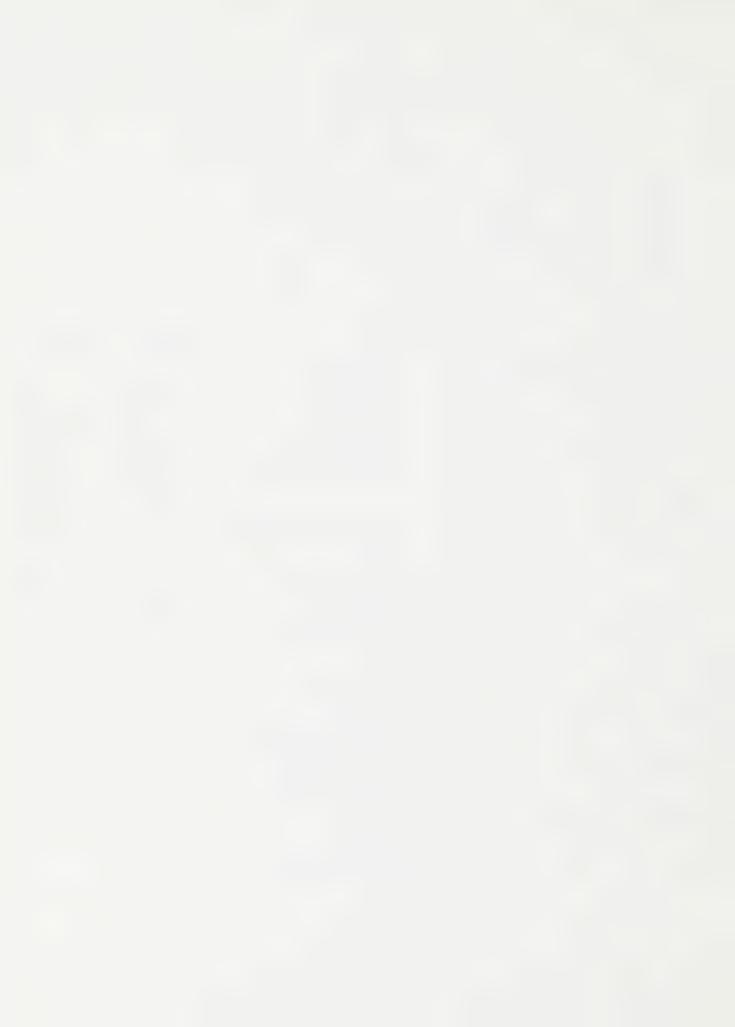
32

NAME

GARTH



	Budget 1986	Budget 1987
Estimated Passengers Carried	652,502	611,326
Live Miles Deadhead Miles	172,556	184,709 7,097
Total Route Miles	191,726	191,806
Direct Driving Hours	18,013	18,018
Total Revenue Farebox	365,411	363,198
Other Revenue	13,915	14,248
Total Revenue	379,326	377,446
Revenue/Mile	1.98	1.97
Subsidies	503,843	560,325
Direct Driving Cost Other Op'g Cost	257,485 625,684	262,932 674,839
Total Route Cost	883,169	937,771
Cost/Mile	4.61	4.89
Passenger Revenue per Cost Ratio	.43	.40



1987 CURRENT BUDGET

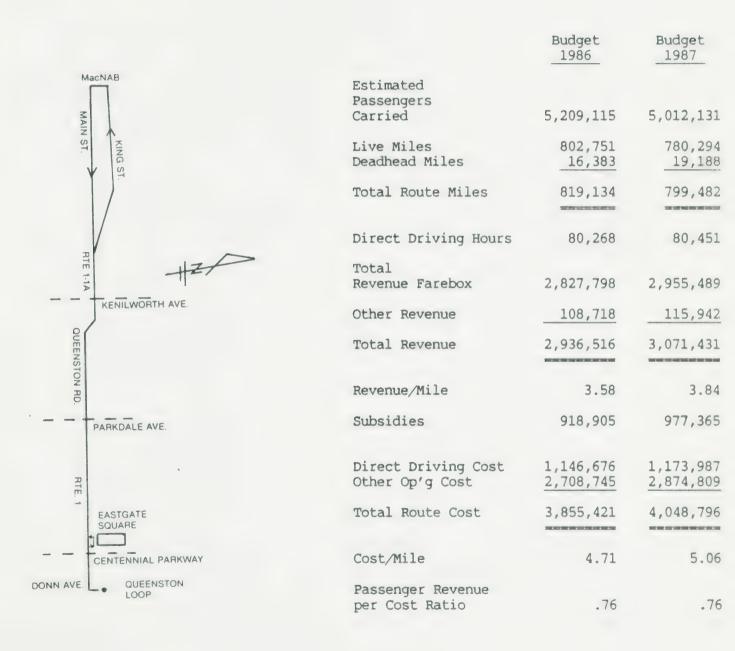
TRANSIT ROUTE INFORMATION

ROUTE #

1-1A

NAME

KING





1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE #

NAME KING STREET EXPRESS

			Budget 1986	Budget 1987
UNIVERSITY LOOP		Estimated Passengers Carried	70,401	357,982
STERLIN	, a	Live Miles Deadhead Miles	48,950 8,842	147,433 26,631
PARADISE		Total Route Miles	57,792	174,064
	++Z/	Direct Driving Hours	3,745	11,481
	JAMES	Total Revenue Farebox	57,791	189,033
MAIN I	WENTWORTH	Other Revenue	2,201	7,416
	SHERMAN	Total Revenue	59,992	196,449
1)	Revenue/Mile	1.04	1.12
/	KENILWORTH	Subsidies	164,715	527,088
	,	Direct Driving Cost Other Op'g Cost	54,074 170,633	167,543 555,994
	PARKDALE	Total Route Cost	224,707	723,537
QUEENSTON	EASTGATE SQUARE	Cost/Mile	3.89	4.16
	CENTENNIAL	Passenger Revenue per Cost Ratio	.27	.27

1987 CURRENT BUDGET

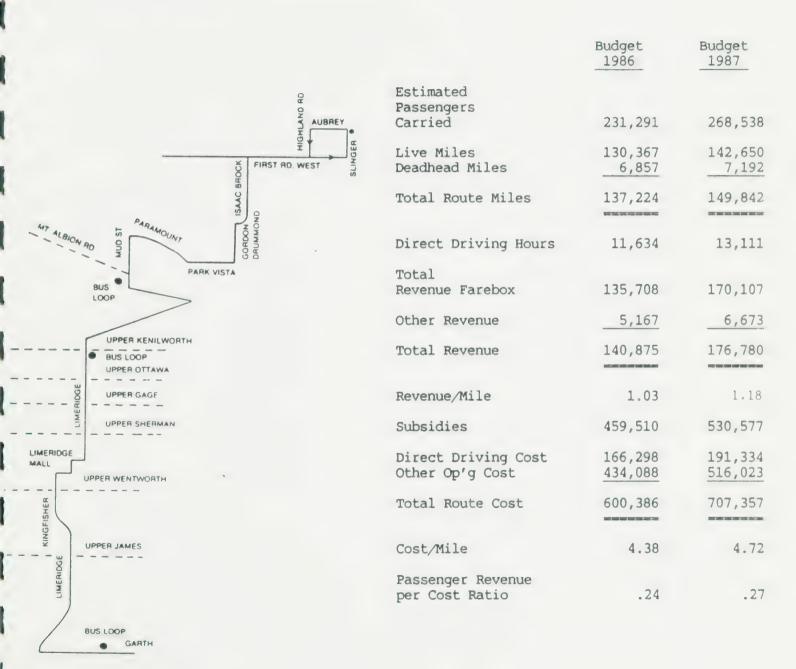
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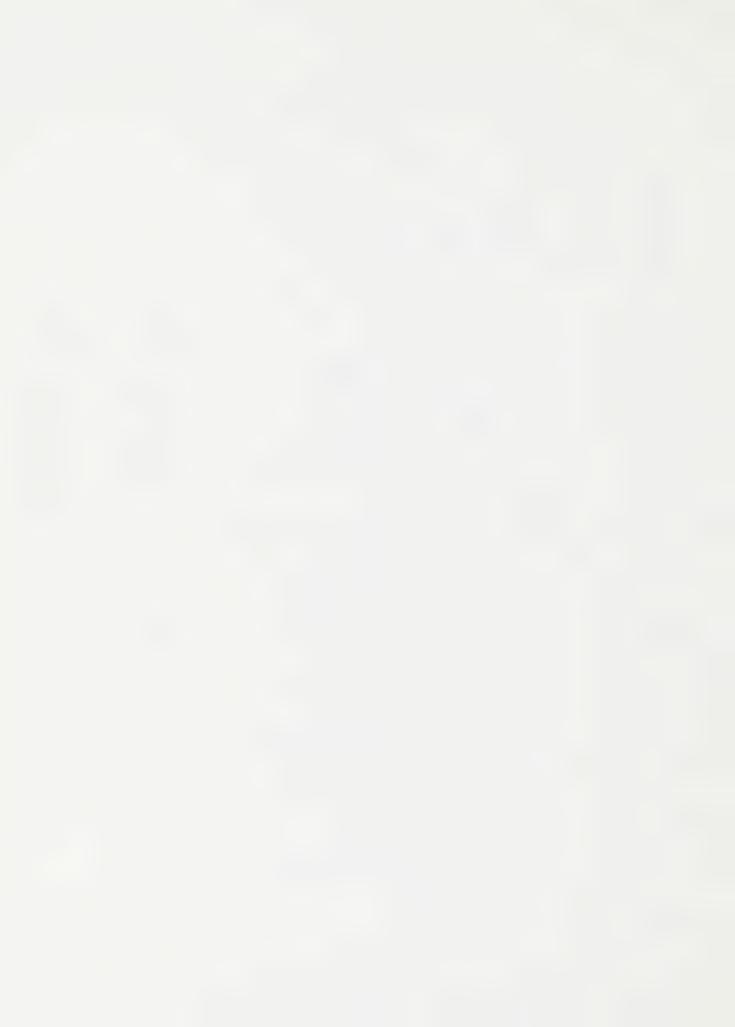
ROUTE #

45

NAME

LIMERIDGE/HERITAGE





1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 7

NAME LOCKE

HILLCREST	CHARLTON		
ST	N AA	LOCKE ST.	7
		HUNTER ST.	MAIN ST. WEST
+2	-	R ST.	WEST
		†	

	Budget 1986	Budget 1987
Estimated Passengers Carried	465,860	419,910
Live Miles Deadhead Miles	111,946 9,731	97,246 8,456
Total Route Miles	121,677	105,702
Direct Driving Hours	15,550	13,408
Total Revenue Farebox	243,430	236,675
Other Revenue	9,270	9,285
Total Revenue	252,700	245,960
Revenue/Mile	2.08	2.33
Subsidies	411,608	361,881
Direct Driving Cost Other Op'g Cost	222,022	195,651 412,190
Total Route Cost	664,044	607,841
Cost/Mile	5.46	5.75
Passenger Revenue per Cost Ratio	.38	.41

1987 CURRENT BUDGET

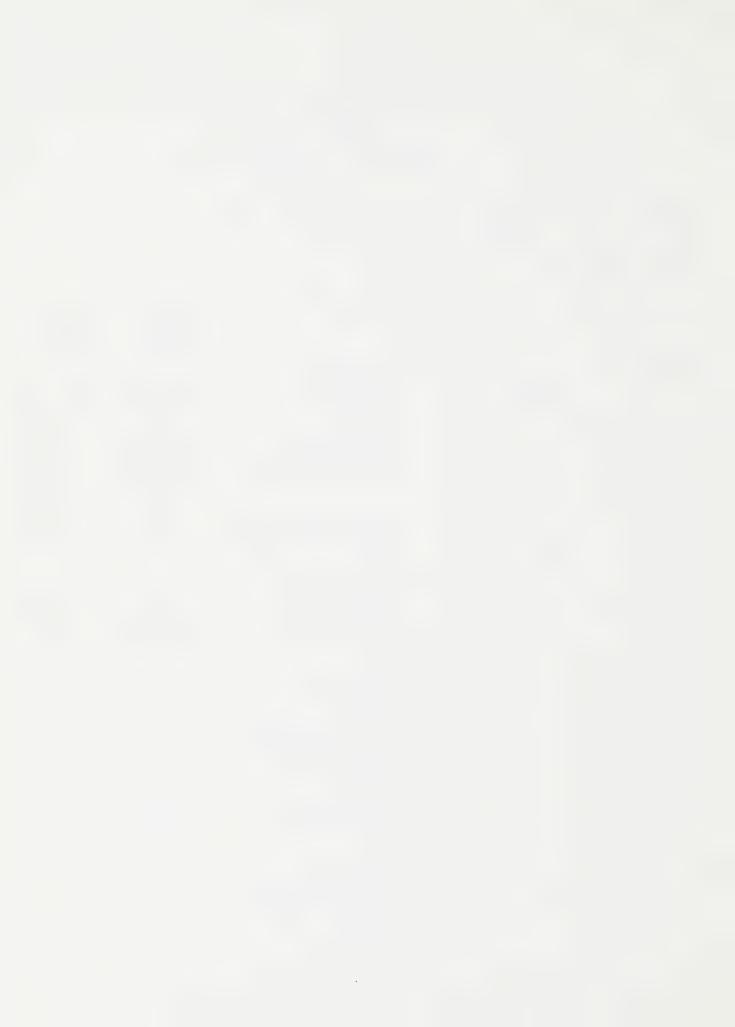
TRANSIT KOUTE INFORMATION

ROUTE #

41-41A

NAME MOHAWK

		Budget 1986	Budget 1987
PER HORNING RD.	Estimated		
SANATORIUM			
BROW	Passengers	000 073	057 750
	Carried	888,973	857,759
JUM RU	Live Miles	273,144	245,946
RICE JUM RD.	Deadhead Miles	27,012	23,141
d d	Total Route Miles	300,156	269,087
GARTH			
	Direct Driving Hours	24,774	22,190
	Total		
+21	Revenue Farebox	512,610	518,721
UPPER JAMES	Other Revenue	19,519	20,349
OFFER O JAMES	Total Revenue	532,129	539,070
UPPER # WELLINGTON			
WENT WOOTH	Revenue/Mile	1.77	2.00
UPPER WENTWORTH	Subsidies	764,007	695,716
UPPER SHERMAN	Direct Driving Cost	354,045	323,816
	Other Op'g Cost	942,091	910,970
UPPER GAGE			
UPPER OTTAWA	Total Route Cost	1,296,136	1,234,786
GRENADIER	Cost/Mile	4.32	4.59
UPPER KENILWORTH	Passanger Pevenue		
	Passenger Revenue per Cost Ratio	.41	.44



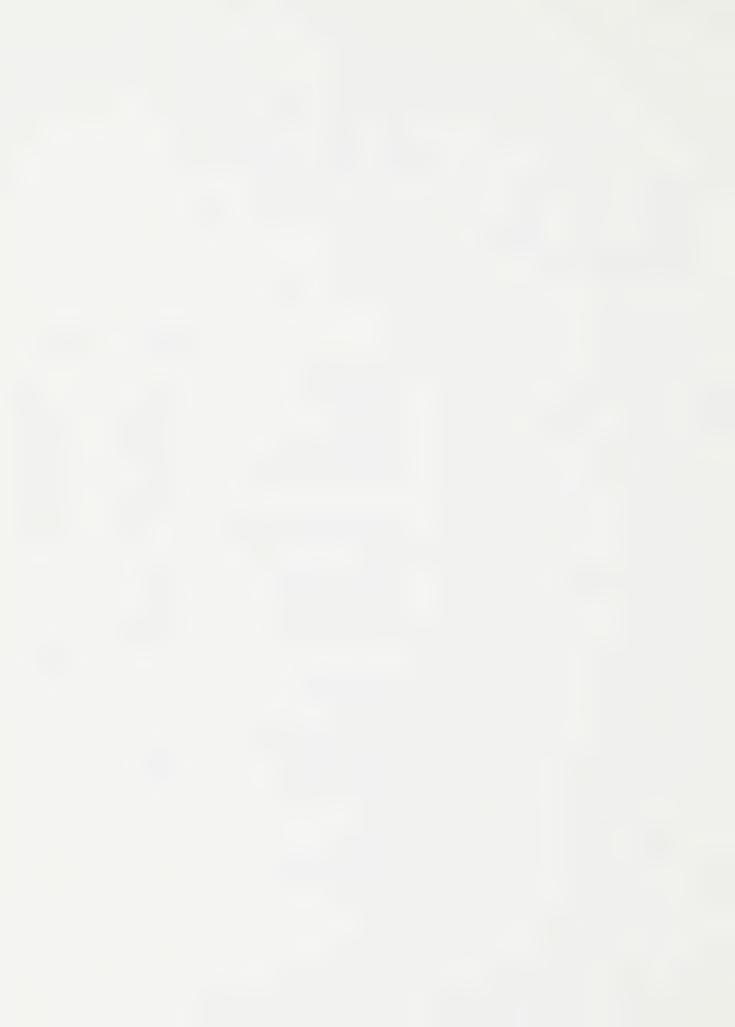
1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 57

NAME NASH

				Budget 1986	Budget 1987
Z OSBORNE Z Z TALBOT	BARTON		Estimated Passengers Carried	578,218	556,228
MELVIN JA			Live Miles Deadhead Miles	140,846	139,390 17,228
		H.	Total Route Miles	156,491	156,618
		NASH	Direct Driving Hours	15,451	15,468
			Total Revenue Farebox	296,367	303,232
	KING		Other Revenue	11,285	11,896
			Total Revenue	307,652	315,128
	<u>}</u>	·	Revenue/Mile	1.97	2.01
	QUIGLEY		Subsidies	432,064	470,377
			Direct Driving Cost Other Op'g Cost	220,858 518,858	225,721 559,784
	H.		Total Route Cost	739,716	785,505
G	WA BROSE		Cost/Mile	4.73	5.02
	4		Passenger Revenue per Cost Ratio	.42	.40



1987 CURRENT BUDGET

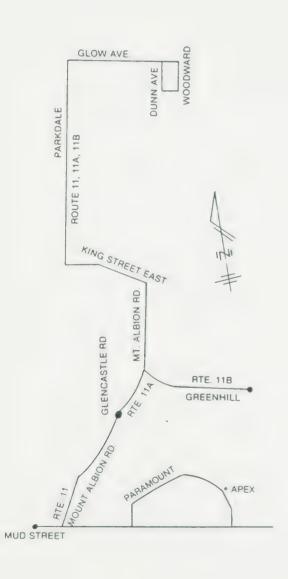
TRANSIT ROUTE INFORMATION

ROUTE #

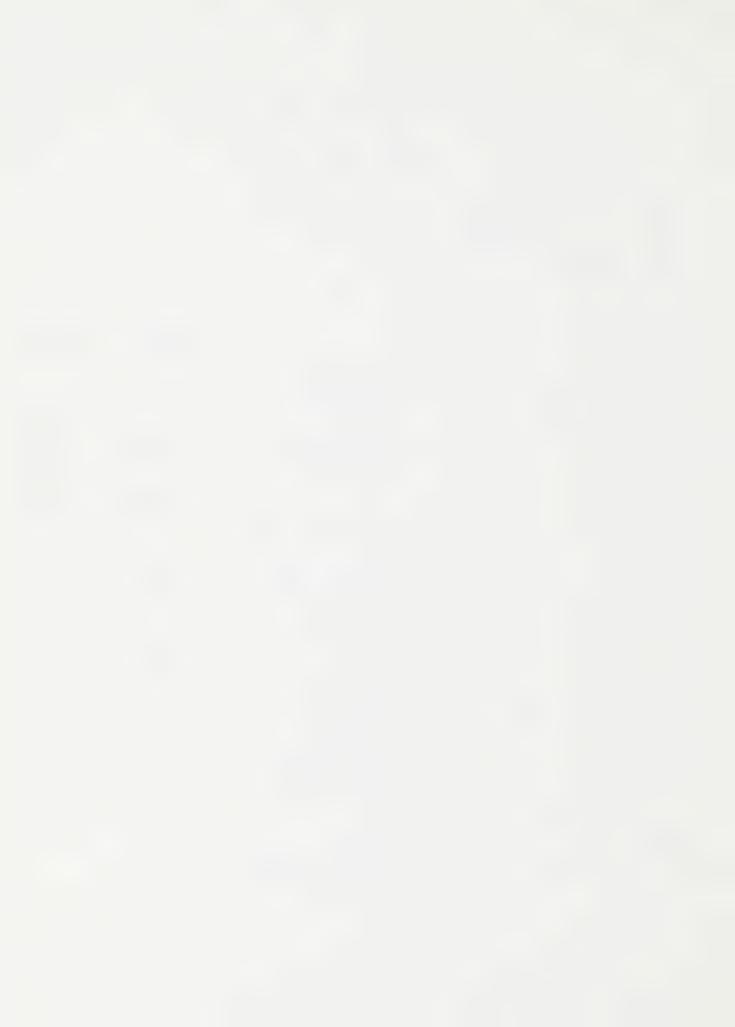
11-11A-11B

NAME

PARKDALE



	Budget 1986	Budget 1987
Estimated		
Passengers Carried	929,974	864,450
Live Miles Deadhead Miles	273,243 37,259	295,936 34,719
Total Route Miles	310,502	330,655
Direct Driving Hours	26,286	28,464
Total Revenue Farebox	440,727	431,253
Other Revenue	16,782	16,918
Total Revenue	457,509	448,171
Revenue/Mile	1.47	1.36
Subsidies	899,995	1,100,462
Direct Driving Cost Other Op'g Cost	375,715 981,789	415,367 1,133,266
Total Route Cost	1,357,504	1,548,633
Cost/Mile	4.37	4.68
Passenger Revenue per Cost Ratio	.34	.32



1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 9

NAME ROCK GARDENS

	Budget 1986	Budget 1987
Estimated Passengers Carried	3,601	4,306
Live Miles Deadhead Miles		
Total Route Miles	2,268	2,268
Direct Driving Hours	201	201
Total Revenue Farebox	1,590	1,985
Other Revenue	61	78
Total Revenue	1,651	2,063
Revenue/Mile	.73	.91
Subsidies	8,532	8,737
Direct Driving Cost Other Op'g Cost	2,896	2,948 7,852
Total Revenue Cost	10,183	10,800
Cost/Mile	4.49	4.76
Passenger Revenue per Cost Ratio	.16	.19

1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

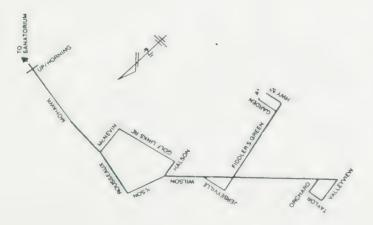
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51

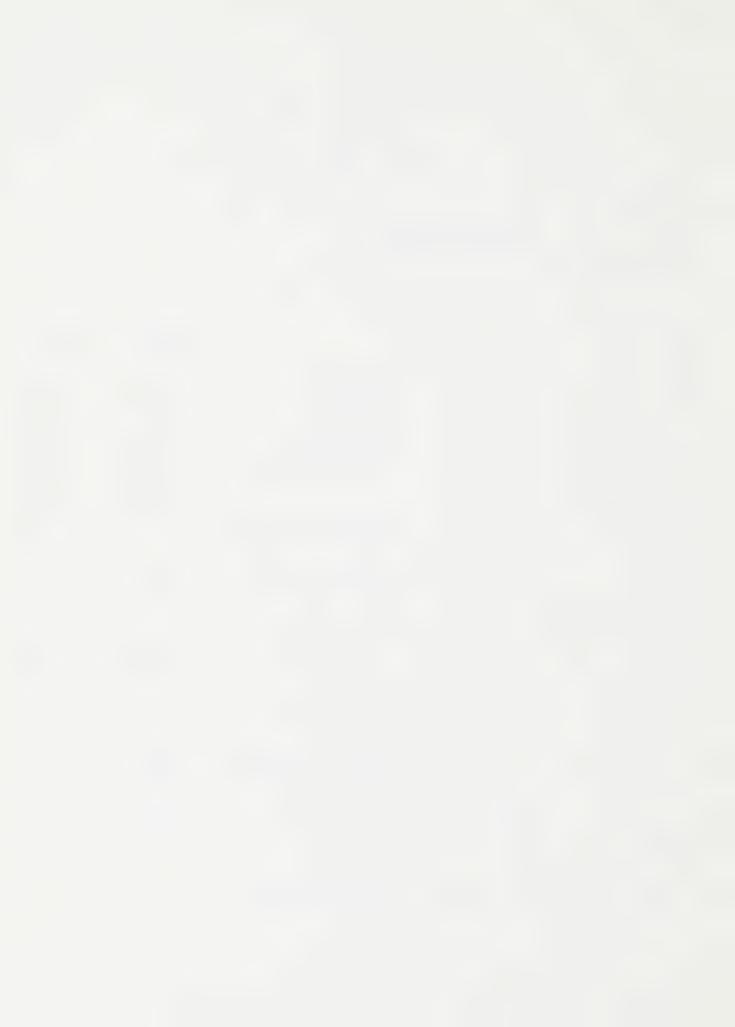
NAME

SANATORIUM/ANCASTER





	Budget 1986	Budget 1987
Estimated Passengers Carried	632,683	624,649
Live Miles Deadhead Miles	228,074 28,192	227,342 29,252
Total Route Miles	256,266	256,594
Direct Driving Hours	20,789	20,812
Total Revenue Farebox	360,640	379,690
Other Revenue	_13,733	14,895
Total Revenue	374,373	394,585
Revenue/Mile	1.46	1.54
Subsidies	723,244	773,772
Direct Driving Cost Other Op'g Cost	297,175 800,442	303,709 864,648
Total Route Cost	1,097,617	1,168,357
Cost/Mile	4.28	4.55
Passenger Revenue per Cost Ratio	.34	.34



1987 CURRENT BUDGET

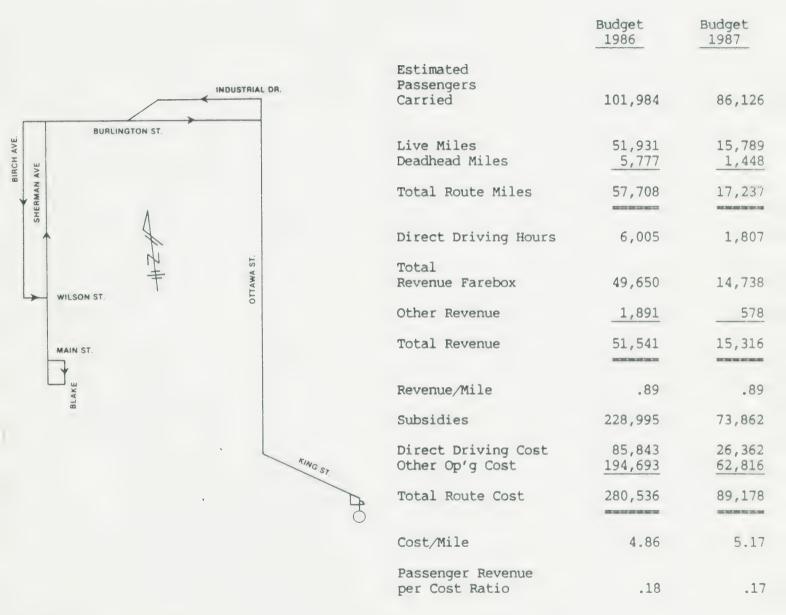
TRANSIT ROUTE INFORMATION

ROUTE #

15

NAME

SHERMAN/OTTAWA CROSSTOWN





1987 CURRENT BUDGET

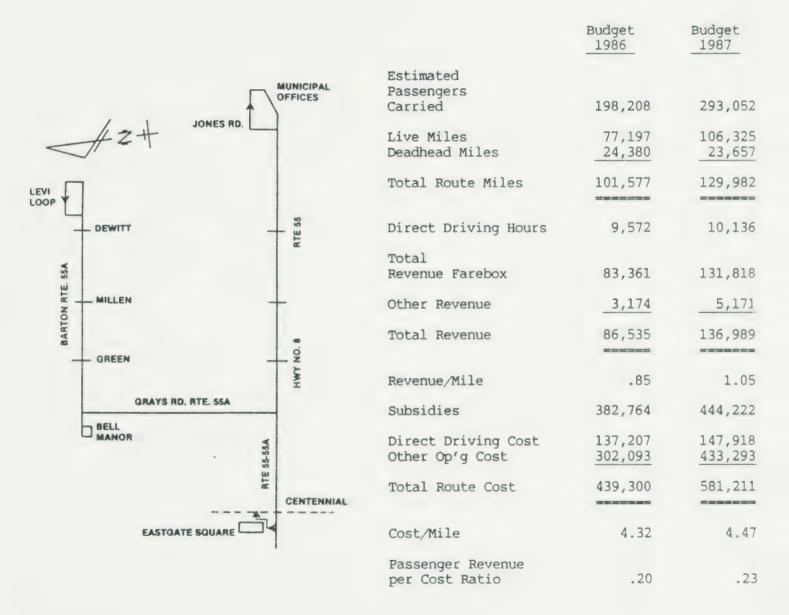
TRANSIT ROUTE INFORMATION

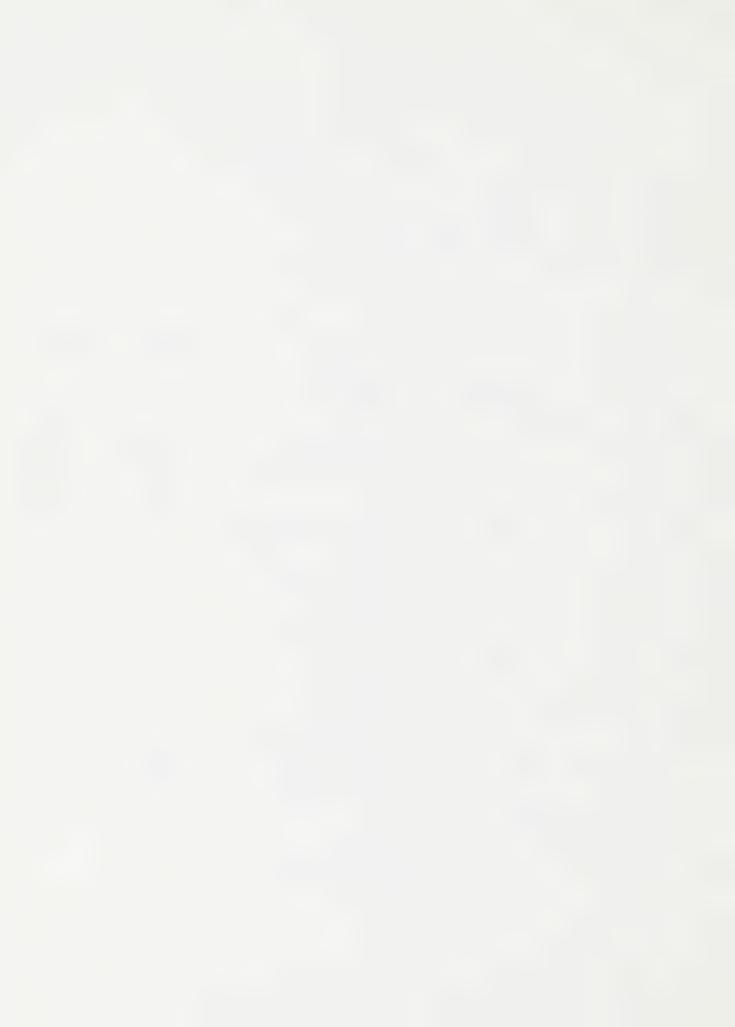
ROUTE #

55-55A

NAME

STONEY CREEK CENTRAL





1987 CURRENT BUDGET

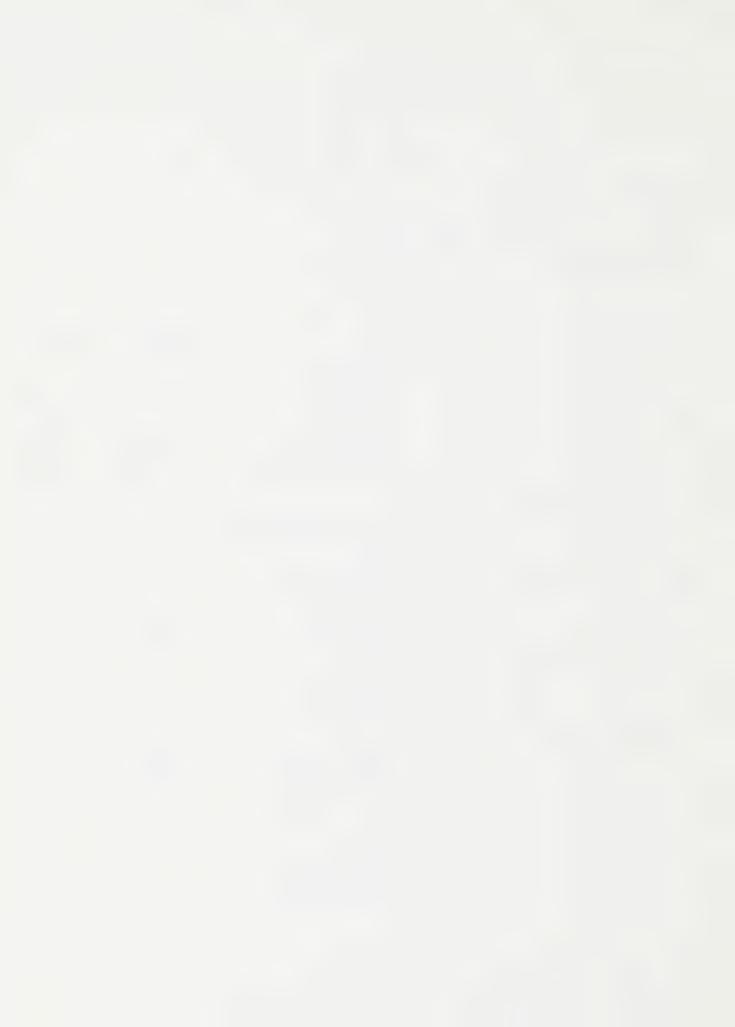
TRANSIT ROUTE INFORMATION

ROUTE # 55B

NAME STONEY CREEK LOCAL

WORSLEY AD \$ LOOP
ON I
Ä,
GREEN RO.
#2+ GRAYS RO
GRAYS RO
LAKE AVE
0
NING ST
25 t
EASTGATE OI CENTENNIAL
SOUARE PARKWAY
- ANKWAY

	Budget 1986	Budget 1987
Estimated		
Passengers Carried	202,838	209,188
Live Miles Deadhead Miles	46,346 8,177	51,991 9,391
Total Route Miles	54,523	61,382
Direct Driving Hours	5,027	5,721
Total		
Revenue Farebox	109,442	120,638
Other Revenue	4,168	4,733
Total Revenue	113,610	125,371
Revenue/Mile	2.08	2.04
Subsidies	135,096	173,543
Direct Driving Cost	71,834	83,479
Other Op'g Cost	176,871	215,435
Total Route Cost	248,705	298,914
Cost/Mile	4.56	4.87
Passenger Revenue per Cost Ratio	.46	.42



1987 CURRENT BUDGET

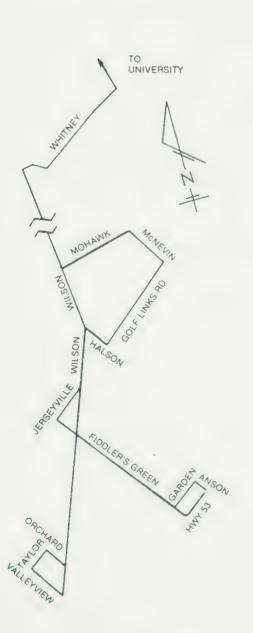
TRANSIT ROUTE INFORMATION

ROUTE #

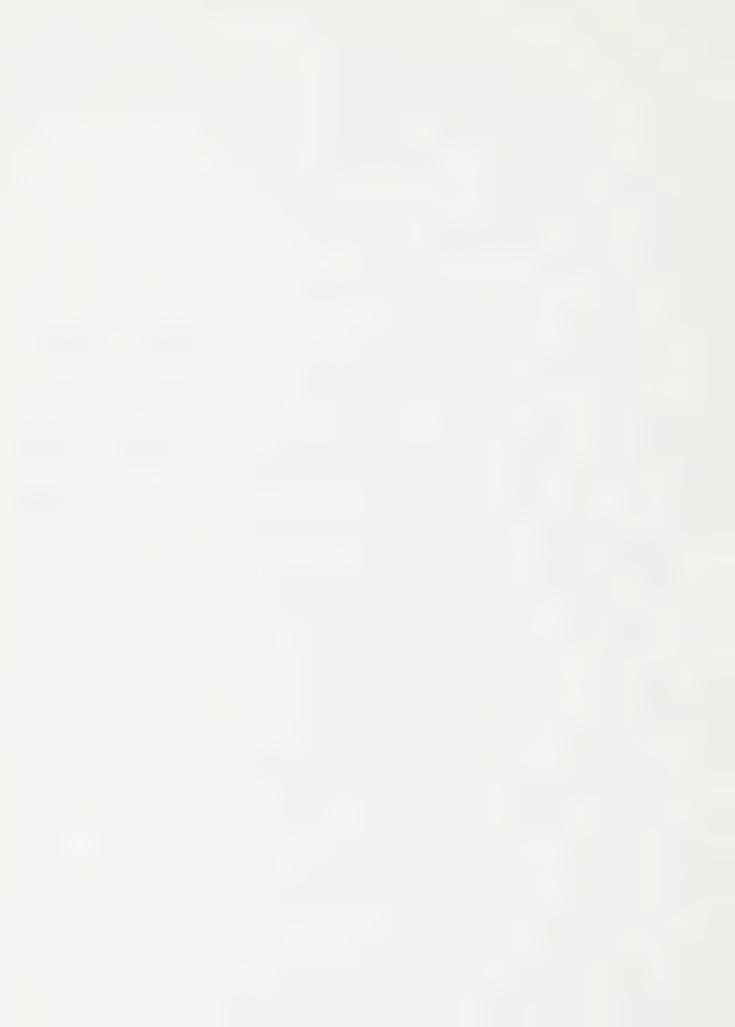
51A

NAME

UNIVERSITY-ANCASTER



	Budget 1986	Budget 1987
Estimated Passengers Carried	798,464	752,137
Live Miles Deadhead Miles	160,271 6,679	140,737 5,407
Total Route Miles	166,950	146,144
Direct Driving Hours	15,421	13,329
Total Revenue Farebox	426,436	419,947
Other Revenue	16,238	16,474
Total Revenue	442,674	436,421
Revenue/Mile	2.65	2.99
Subsidies	318,738	267,651
Direct Driving Cost Other Op'g Cost	219,885 541,527	194,512 509,560
Total Route Cost	761,412	704,072
Cost/Mile	4.56	4.82
Passenger Revenue per Cost Ratio	.58	.62



1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE #

23

NAME

UPPER GAGE

GORE PARK			Budget 1986	Budget 1987
N ST.		Estimated Passengers Carried	1,179,313	1,168,265
JOLLEY CUT	CONCESSION ST.	Live Miles Deadhead Miles	327,504 25,279	314,598 39,679
	AVE	Total Route Miles	352,783	354,277
	FENNELL AVE	Direct Driving Hours	28,095	28,846
		Total Revenue Farebox	690,475	729,678
	MOHAWK RD.	Other Revenue	26,293	28,625
4	GAGE	Total Revenue	716,768	758,303
afo	O	Revenue/Mile	2.03	2.14
+	LIMERIDGE RD	Subsidies	780,975	857,729
	UPPER	Direct Driving Cost Other Op'g Cost	401.575 1,096,168	420,940 1,195,092
	STONECHURCH RD.	Total Route Cost	1,497,743	1,616,032
	NON	Cost/Mile	4.25	4.56
	BLEANOR	Passenger Revenue per Cost Ratio	.48	.47



1987 CURRENT BUDGET

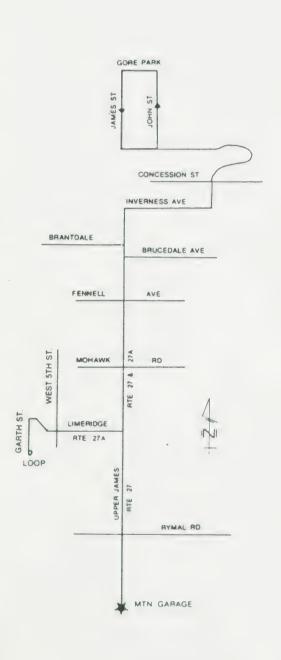
TRANSIT ROUTE INFORMATION

ROUTE #

27-27A

NAME

UPPER JAMES



	Budget	Budget
	1986	1987
Estimated Passengers		
Carried	1,580,976	1,551,618
Live Miles Deadhead Miles	367,393 11,368	378,488 11,705
Total Route Miles	378,761	390,193
Direct Driving Hours	34,260	34,170
Total Revenue Farebox	889,945	921,194
Other Revenue	33,889	36,138
Total Revenue	923,834	957,332
Revenue/Mile	2.44	2.45
Subsidies	787,486	885,328
Direct Driving Cost Other Op'g Cost	489,723 1,221,597	498,620 1,344,040
Total Route Cost	1,711,320	1,842,660
Cost/Mile	4.52	4.72
Passenger Revenue per Cost Ratio	.54	.52



1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE #

21

NAME

UPPER KENILWORTH

GORE PARK 15 21 15 10 10 10 10 10 10 10 10 10 10 10 10 10	7		
	OTTAWA SWATCH		
8	UPPER	FENNELL	
4		MOHAWK	R KENILWORTH
Inul	L	MERIDGE	OP

	Budget 1986	Budget 1987
Estimated		
Passengers Carried	840,142	832,387
Live Miles Deadhead Miles	246,520 36,832	256,517 27,241
Total Route Miles	283,352	283,758
Direct Driving Hours	22,502	22,554
Total Revenue Farebox	503,147	527,264
Other Revenue	19,160	20,684
Total Revenue	522,307	547,948
Revenue/Mile	1.84	1.93
Subsidies	679,102	732,007
Direct Driving Cost Other Op'g Cost	321,654 879,755	329,122 950,833
Total Route Cost	1,201,409	1,279,955
Comb Mills	4 24	A F3
Cost/Mile	4.24	4.51
Passenger Revenue per Cost Ratio	.43	.43



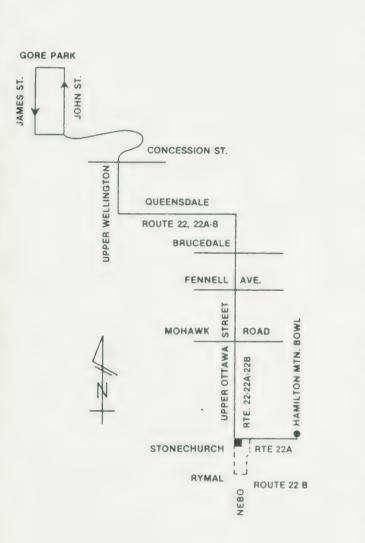
1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE #

22-22A-22B-22C

NAME UPPER OTTAWA



	Budget 1986	Budget 1987
Estimated Passengers Carried	989,616	974,414
Live Miles Deadhead Miles	300,802 22,641	287,834
Total Route Miles	323,443	307,187
Direct Driving Hours	26,281	24,961
Total Revenue Farebox	578,828	608,005
Other Revenue	22,041	23,851
Total Revenue	600,869	631,856
Revenue/Mile	1.86	2.06
Subsidies	785,522	851,939
Direct Driving Cost Other Op'g Cost	375,670 1,010,722	364,240 1,035,647
Total Route Cost	1,386,392	1,399,887
Cost/Mile	4.29	4.56
Passenger Revenue per Cost Ratio	.43	.45



1987 CURRENT BUDGET

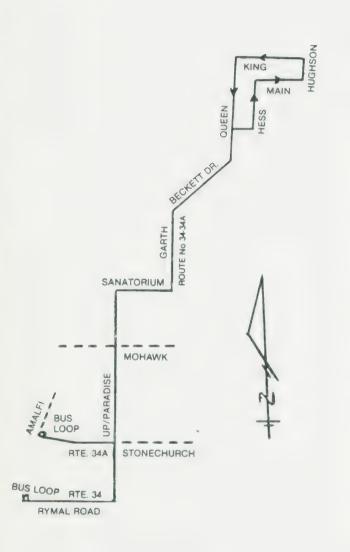
TRANSIT ROUTE INFORMATION

ROUTE #

34-34A

NAME

UPPER PARADISE



	Budget 1986	Budget 1987
Estimated		
Passengers Carried	459,656	469,253
Live Miles Deadhead Miles	138,536 12,049	165,840 14,617
Total Route Miles	150,585	180,457
Direct Driving Hours	12,959	15,972
Total		
Revenue Farebox	250,891	274,938
Other Revenue	9,553	10,786
Total Revenue	260,444	285,724
Revenue/Mile	1.73	1.58
Subsidies	403,252	570,904
Direct Driving Cost Other Op'g Cost	185,242 478,454	233,073 623,555
Total Route Cost	663,696	856,628
Cost/Mile	4.41	4.75
Passenger Revenue per Cost Ratio	.39	. 33



1987 CURRENT BUDGET

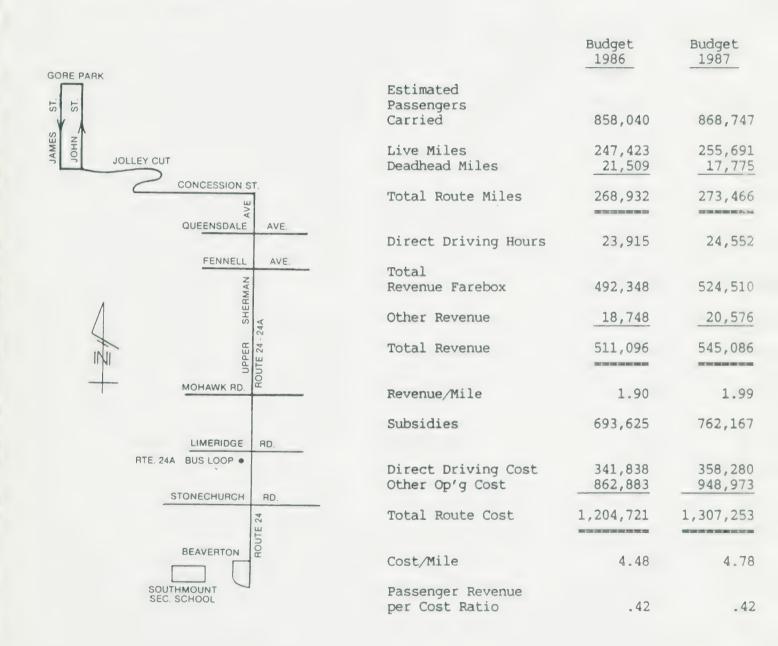
TRANSIT ROUTE INFORMATION

ROUTE #

24-24A

NAME

UPPER SHERMAN





1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 26-26A

NAME UPPER WELLINGTON

			Budget 1986	Budget 1987
GORE PARK		Estimated Passengers Carried	644,198	649,015
JAMES ST		Live Miles Deadhead Miles	174,194	177,867 7,604
	CONCESSION ST	Total Route Miles	185,319	185,471
		Direct Driving Hours	21,017	19,325
	QUEENSOALE	Total Revenue Farebox	373,050	398,566
٨	FENNELL AVE	Other Revenue	14,205	15,635
7.	26A	Total Revenue	387,255	414,201
The state of the s	DR WWAHOM	Revenue/Mile	2.09	2.23
	UP PER	Subsidies	557,107	542,388
	LIMERIDGE	Direct Driving Cost Other Op'g Cost	300,435 644,125	282,003 674,586
	26A	Total Route Cost	944,560	956,589
	STONE CHURCH	Cost/Mile	5.10	5.16
		Passenger Revenue per Cost Ratio	.41	.43



*) •

1987 CURRENT BUDGET

TRANSIT KOUTE INFORMATION

ROUTE # 25

NAME UPPER WENTWORTH

		Budget 1986	Budget 1987
GORE PARK	Estimated Passengers Carried	929,758	878,119
JOHNST.	Live Miles Deadhead Miles	224,207 14,314	225,654 16,724
CONCESSION ST.	Total Route Miles	238,521	242,378
	Direct Driving Hours	19,356	21,544
	Total Revenue Farebox	523,499	530,424
FENNELL	Other Revenue	19,934	20,808
UPPER WENTWORTH	Total Revenue	543,433	551,232
W EN	Revenue/Mile	2.28	2.27
UPPER	Subsidies	478,322	601,731
MOHAWK	Direct Driving Cost Other Op'g Cost	276,679 745,077	314,384 838,579
	Total Route Cost	1,021,756	1,152,963
LIME RIDGE MALL	Cost/Mile	4.28	4.76
	Passenger Revenue per Cost Ratio	.53	.48



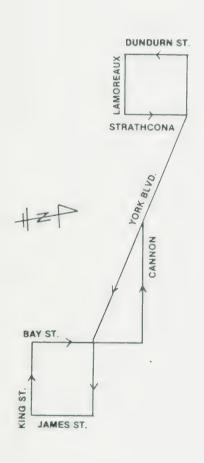
1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

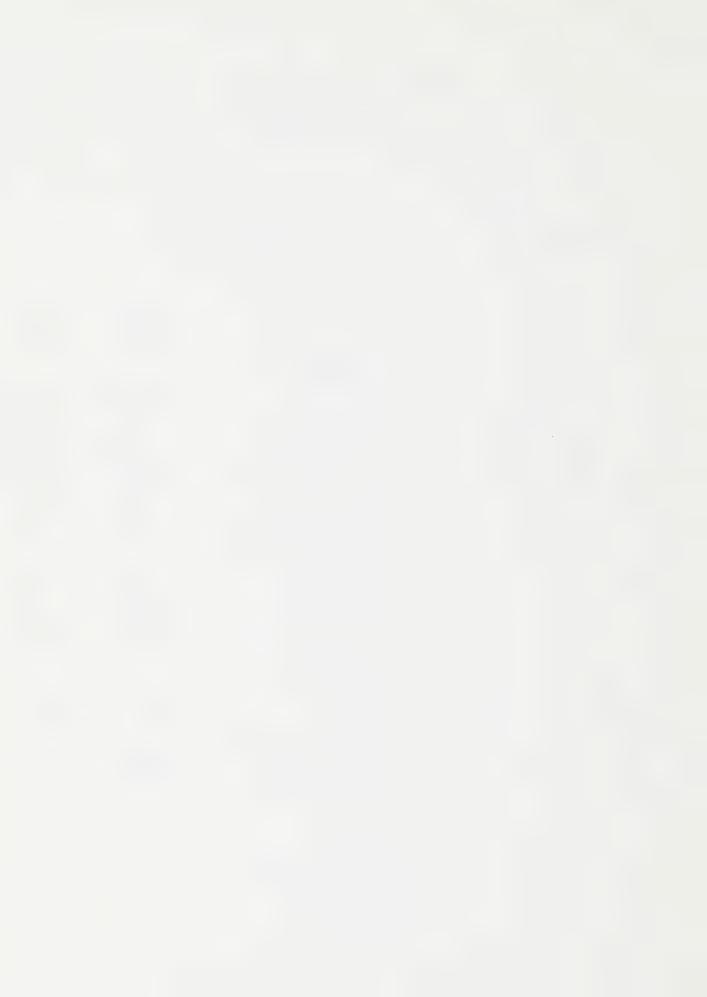
ROUTE # 8

NAME

YORK



	Budget 1986	Budget 1987
Estimated		
Passengers Carried	369,644	340,512
Live Miles Deadhead Miles	75,572 5,694	75,821 5,445
Total Route Miles	81,266	81,266
Direct Driving Hours	11,193	11,193
Total		
Revenue Farebox	196,340	193,789
Other Revenue	7,476	7,602
Total Revenue	203,816	201,391
Revenue/Mile	2.51	2.48
Subsidies	260,207	289,210
Direct Driving Cost Other Op'g Cost	159,998 304,025	163,398 327,203
Total Route Cost	464,023	490,601
Cost/Mile	5.71	6.04
Passenger Revenue per Cost Ratio	.44	.41



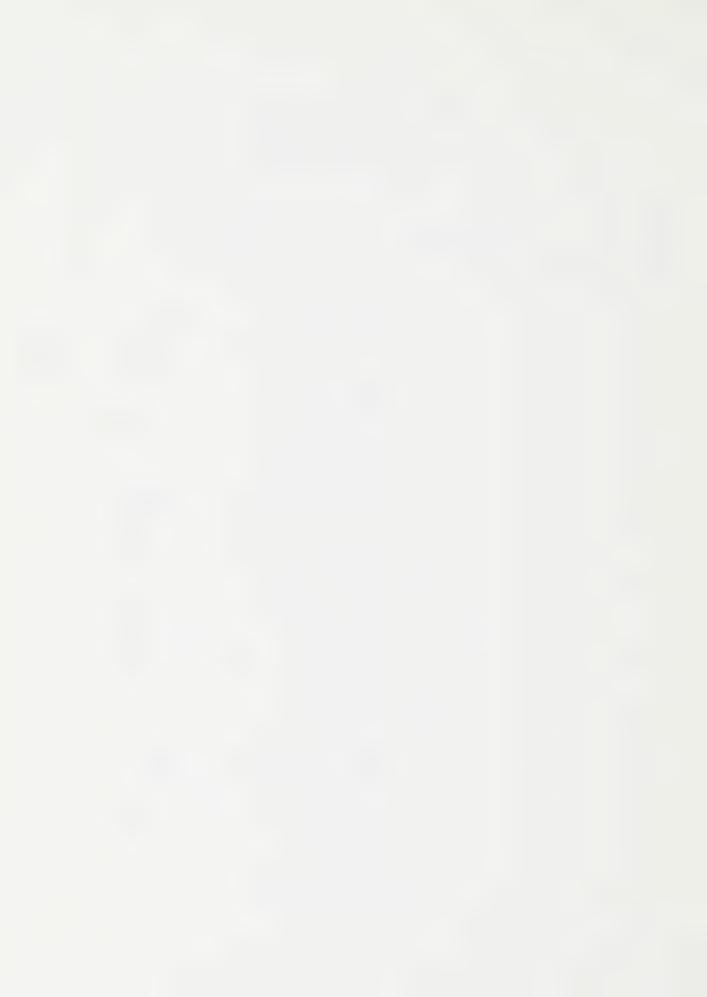
1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 12

NAME WENTWORTH NORTH LOOP

	Budget 1986	Budget 1987
Estimated Passengers Carried	6,745	
Live Miles Deadhead Miles		
Total Route Miles	15,624	
Direct Driving Hours	1,732	8 6
Total Revenue Farebox	6,771	
Other Revenue	257	
Total Revenue	7,028	L E D
Revenue/Mile	.45	니
Subsidies	71,601	O
Direct Driving Cost Other Op'g Cost	24,759 53,870	C A
Total Route Cost	78,629	
Cost/Mile	5.03	
Passenger Revenue per Cost Ratio	.09	



1987 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 14

NAME WENTWORTH LOOP SOUTH

	Budget 1986	Budget 1987
Estimated Passengers Carried	7,379	
Live Miles Deadhead Miles		
Total Route Miles	14,364	
Direct Driving Hours	1,739	9 8 6
Total Revenue Farebox	8,677	-
Other Revenue	330	
Total Revenue	9,007	- H
Revenue/Mile	.63	
Subsidies	66,973	S Z
Direct Driving Cost Other Op'g Cost	24,856 51,124	C A
Total Route Cost	75,980	
Cost/Mile	5.29	
Passenger Revenue per Cost Ratio	.12	









MEMORANDUM TSC 87-23

To the Chairman and Members of the Transportation Services Committee.

Re: Canada Coach Lines, Limited 1987 Budget

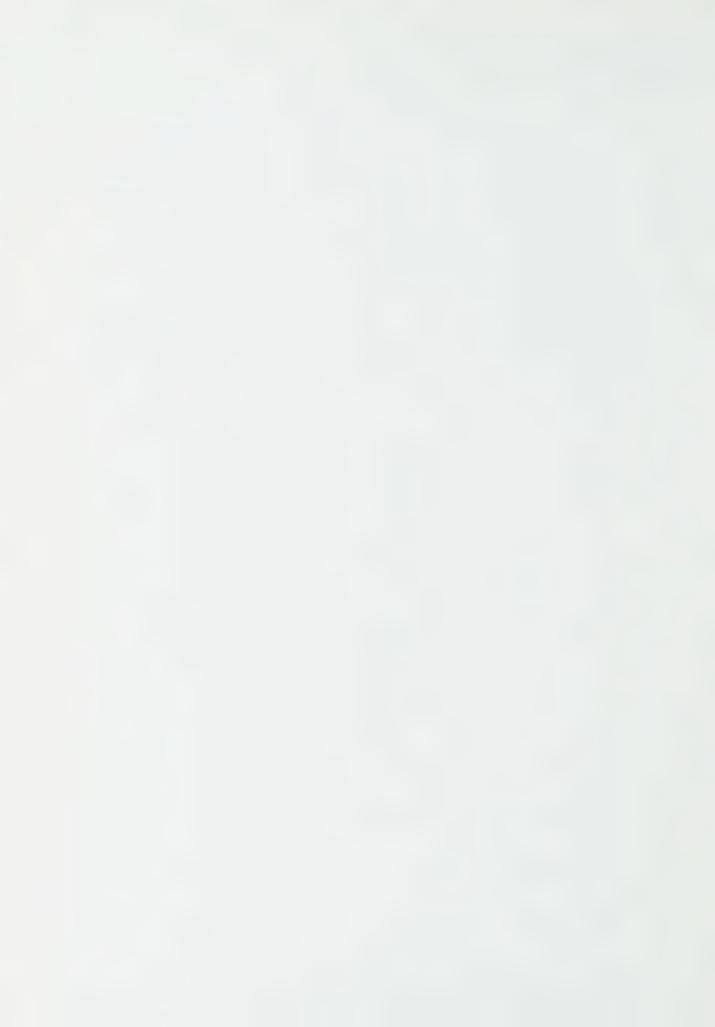
Origin:

The 1987 Canada Coach Lines budget is enclosed for your consideration. Included in this presentation are illustrations showing the service programs and charts presenting various operational details describing the programs. A detailed breakdown of the Budget is available on request.

Background:

In 1982, Regional Council attempted to sell Canada Coach Lines. Through lack of response from the private sector it was decided that rather than close the operation down, the new management would be given an opportunity to formulate a business plan. In 1984 Council was given a business plan which was to improve CCL's financial performance and not only reverse the trend of increasing deficits but possibly erradicate any deficits. In 1985 Regional Council adopted the business plan which contained the following policies.

- 1. That Regional Council retain CCL for at least three years (1985-1987).
- 2. That during the three years the operating deficit (tax levy) be substantially reduced, if not eliminated.
- 3. That the on-going deficits of the regular routes be cross-subsidized by engaging in lucrative ventures.
- 4. That individual regular route services meet at least 75% of their operation costs.
- That the ancillary services at least break even and on total make a profit which in time ought to eradicate the route deficits.
- 6. That concessions from the Union Local 107 be negotiated in order to continue to operate.
- 7. That a program to replace vehicles at a rate of 3 per year be adopted by using the financing over 5 years through the Regional capital budget.
- 8. That continued monitoring of rate increases as it relates to both regular and other services be pursued.





MEMORANDUM TSC 87-23

Re: Canada Coach Lines, Limited 1987 Budget

Background: (cont'd)

9. That other municipalities be approached to have them share in any deficit operations where the deficit can be attributable directly to that municipality.

Significant improvements have been made in a number of areas. On total, the deficit margin on regular routes has been decreased from 26% to 13% and the Charter operation has been turned around from a 5% loss to a 6.26% profit. However, on an individual basis a number of services have created a situation where a revised business plan must be adopted for the last of the three year mandate and the next three years. The significant factors are:

- a. the need to devote more resources to the lucrative charter and convention support services;
- b. the continued decline in regular route ridership and the unwillingness of other municipalities to assist in the deficit incurred in their municipality;
- c. continued movement towards de-regulation.

1987 Business Plan:

a. Regular Route Operations

In 1985 CCL recovered 81.76% of its regular route operating cost out of the farebox. This has been improved significantly to 86.8% in 1987. Previously Council decided to retain the total network since the operation was perceived to function much like GO Transit serving Hamilton. This has not only not materialized on all routes, but ridership has, in fact, eroded on some corridors due to declining cost of gasoline and the relative low cost of car ownership.

i. Hamilton to Haldimand-Norfolk

In 1982 we had full service along Highway 6. In 1985 the Ontario Highway Transport Board gave competing operating rights to United Trails which eroded our ridership base. In 1986 we ceased operation beyond Caledonia. We do not envisage this route to ever be viable and accordingly we are proposing to cease the entire route as soon as this





Re: Canada Coach Lines, Limited 1987 Budget

1987 Business Plan: (cont'd)

Business Plan is approved. United Trails will co-operate and cover the Mount Hope portion subject to a licence request from Regional Council which we are supporting.

ii. Hamilton to Niagara (Hwy. 8)

In 1982 we had full service along Highway 8. Indeed in 1984 we expanded service in an attempt to capture even more commuters. All this has failed to the point where throughout 1985 and 1986 we have had to continue to remove services. We are proposing to remove a further trip between March and the summer and at the end of summer (August 31) to cease the entire route subject to review in August.

iii. Hamilton to Brantford

Although this route is meeting its target it is, upon review, losing its base, perhaps fuelled by the decline of total employment in Brantford. Ancaster has asked for a review of all of its services and we hope to come back to your Committee with recommendations on both HSR and CCL. No specific action is recommended at this time.

iv. Niagara Falls Bus Terminal

The Niagara Falls Bus Terminal is the only remaining terminal in our system operated by CCL staff. In June of 1988 our twenty year lease will expire. We have had significant problems and costs at that terminal and accordingly have, along with other inter-city carriers, convinced the City of Niagara Falls to build a new terminal suitable to their downtown operation and revitalization. They have agreed and hope to open the terminal late this year or early next year. We are proposing to cease operating the terminal and either privatize or ask the Niagara Transit Commission to staff the terminal directly once their new terminal is completed. Dispatch functions would be moved to Hamilton.

v. Provincial Support

Previously Regional Council took the position that the inter-city routes were no different than the GO Transit inter-city routes focused on Toronto. Attempts were made in the past, since Hamilton was in the





Re: Canada Coach Lines, Limited 1987 Budget

1987 Business Plan: (cont'd)

TATOA area and of itself was a focal origin and destination, to convince the Province to extend the TATOA area and to provide services to our commutershed. The intent was to have the Province either incorporate CCL services into GO Transit or sub-contract, on a competitive basis, to CCL through GO Transit. Our proposal is to re-activate these discussions.

vi. Fare Increase

CCL is facing the same deline in ridership that is being experienced by the whole Industry. Ridership declined by six percent (6%) in 1986. Ongoing analysis of passenger trends, operating costs and route structures will be undertaken to ensure maintenance and improvement of the present performance.

Revenue projections include a proposed rate increase on the Standard Passenger Tariff which will yield approximately five percent (5%) on an annualized basis with a minimum of fifteen cents (\$0.15) and a maximum increase of fifty cents (\$0.50) in any one-way fare. Charter tariffs are proposed to be increased approximately five percent (5%) on their anniversary date of September 1, 1987.

Additionally it is proposed to increase the regular route financial performance objective from 75% to 80%.

b. Charter, Tour, Sightseeing and Other Operations

1986 saw a significant improvement in the growth of CCL market share of charter and sightseeing work as revenues were approximately \$320,000 higher than budget and contributed \$155,000 of profit. Despite the improvement, certain individual offerings continued to operate at a loss and their longer term viability must be addressed. Hamilton's operation showed the most gains as markets were expanded and expenses reduced. Although greatly improved in profitability from previous years, specific segments are still not profitable. At the same time, we are seizing new business opportunities which should be focused on.





Re: Canada Coach Lines, Limited 1987 Budget

1987 Business Plan: (cont'd)

i. Hamilton Gray Line

We joined the Gray Line Franchise for Hamilton in an effort to maximize the potential through the international marketing efforts of that Association. The ridership and tourist trade has not materialized and accordingly CCL has incurred deficits, particularily in association fees, in the operation since 1985. We are proposing to resign the Hamilton Gray Line Association but continue to offer local sightseeing under the FunTrek banner.

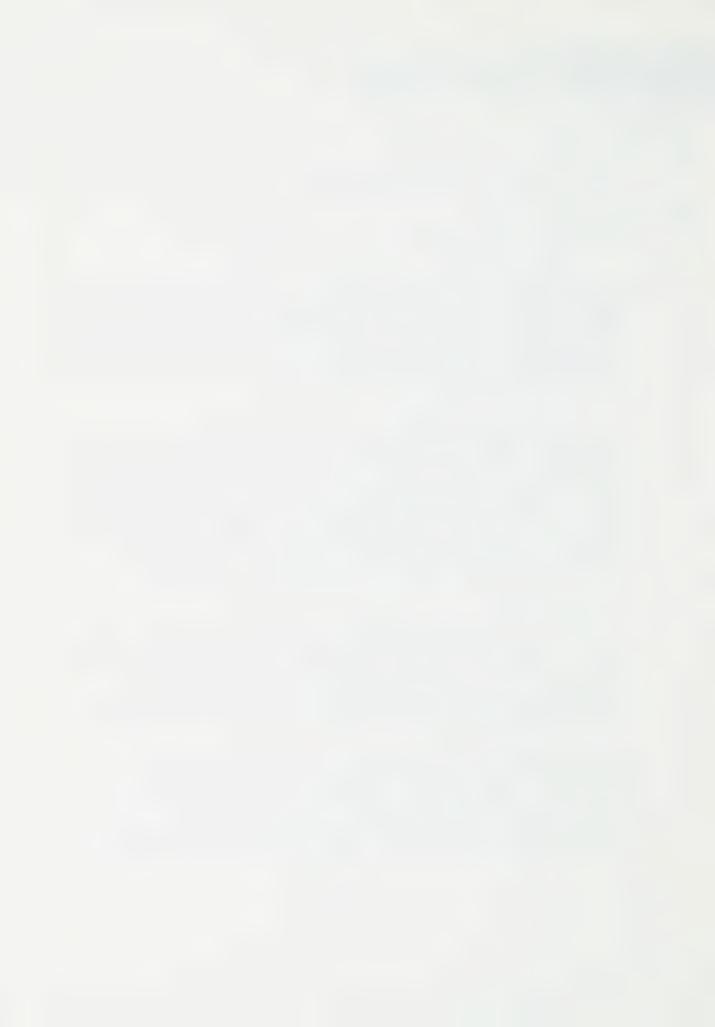
ii. Niagara Falls Gray Line

In 1981 we attempted to sell this franchise but due to its large deficit no purchasers were found. Council decided to retain it until it became a marketable entity. This has now been achieved. With our constraints and trying to manage it from a remote site (Hamilton) we cannot recommend retaining the franchise. Competition has increased and the "People Mover" of the Niagara Parks Commission has eroded our base and at the new bus terminal this will be even more the case. We are proposing to offer for sale the Niagara Falls Gray Line Sightseeing Franchise. This will substantially relieve the fleet pressures on CCL due to the high peak seasonal requirements.

iii. New Markets

Our activities with conventions and other large groups including ground support service proposals for the Hamilton Airport have allowed us to be exposed to a large market between here and Toronto. Competing bus carriers have reduced their activities in that area (one to consolidate in London and the other in Toronto). We are proposing to refocus our energies from the Region of Niagara and focus on the Regions of Halton and Peel.

The above plan will have a variety of impacts but most importantly will consolidate all of our operations into the Hamilton area, will minimize our losses on regular routes, will maximize our profitability to the point where no deficit will be incurred. Moreover, the fleet size can be reduced by approximately 25% reducing the high maintenance cost of the aging fleet. We are proposing that this business plan be adopted for and that a three year (1988-1990) mandate be established





Re: Canada Coach Lines, Limited 1987 Budget

1987 Business Plan: (cont'd)

on this basis. The year 1987 will be the transition period required in order to bring this about due to the long lead times required. A new five year capital budget will be required but we are proposing to wait until the fall of 1987 to present the new capital requirements required by this plan.

Attached is a financial summary showing the financial performance of CCL 1983-1990.

Recommendations:

- 1. That the revised business plan be adopted and that the Commissioner of Transportation be authorized to proceed on this basis.
- That the Commissioner of Transportation be authorized to apply to the Ontario Highway Transport Board for a Tariff increase of five percent (5%) on Canada Coach Lines' regular route services and Charter Tariff.
- 3. That the Commissioner of Transportation be authorized to offer for sale the Gray Line Franchises owned by Canada Coach Lines.
- 4. That the Commissioner of Transportation be authorized to eliminate the Hamilton/Caledonia route services as soon as possible.
- 5. That the licence application by United Trails to operate open door services along Highway 6 through the Township of Glanbrook be approved.
- 6. That the Commissioner of Transportation be authorized to reduce the Highway 8 (Niagara) service and report back in August of 1987.
- 7. That the Commissioner of Transportation be authorized to open new markets to the north and east.
- 8. That the Province of Ontario be requested to expand the GO Transit operating area to include not just the City of Hamilton but the entire Region of Hamilton-Wentworth and its inter-city commuter watershed and that the inter-city services be either transferred to GO Transit or contracted to Canada Coach Lines.





Re:

Canada Coach Lines, Limited 1987 Budget

Recommendations: (cont'd)

- 9. That the financial performance of the regular route system be set at 80% up from 75% in the past three years.
- 10. That the 1987 draft Budget showing a total decrease of 18.86% for the Canada Coach Lines' Budget be received and approved for referral to the Finance Committee.
- 11. That the President, the Secretary and the General Manager be authorized to sign and seal all applications to Provincial or Federal Boards or Agencies for routine licence renewals.

Respectfully submitted,

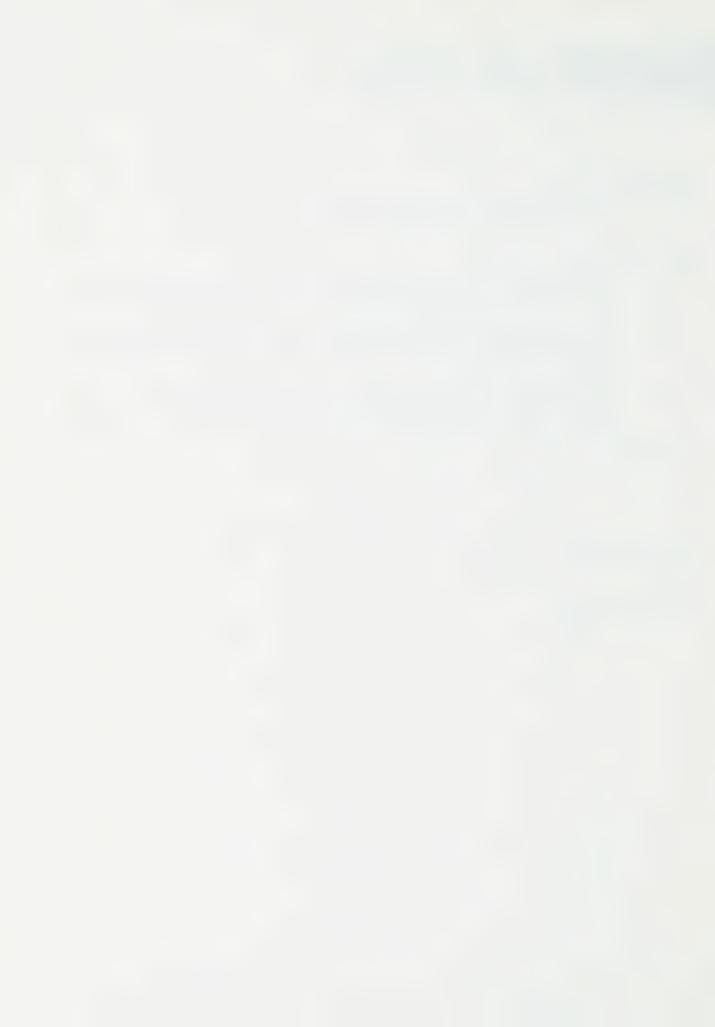
Heinz Schweinbenz

Commissioner of Transportation

cc. Mr. Wm. Sears

Mr. M. Carson

Mr. G. Lawson

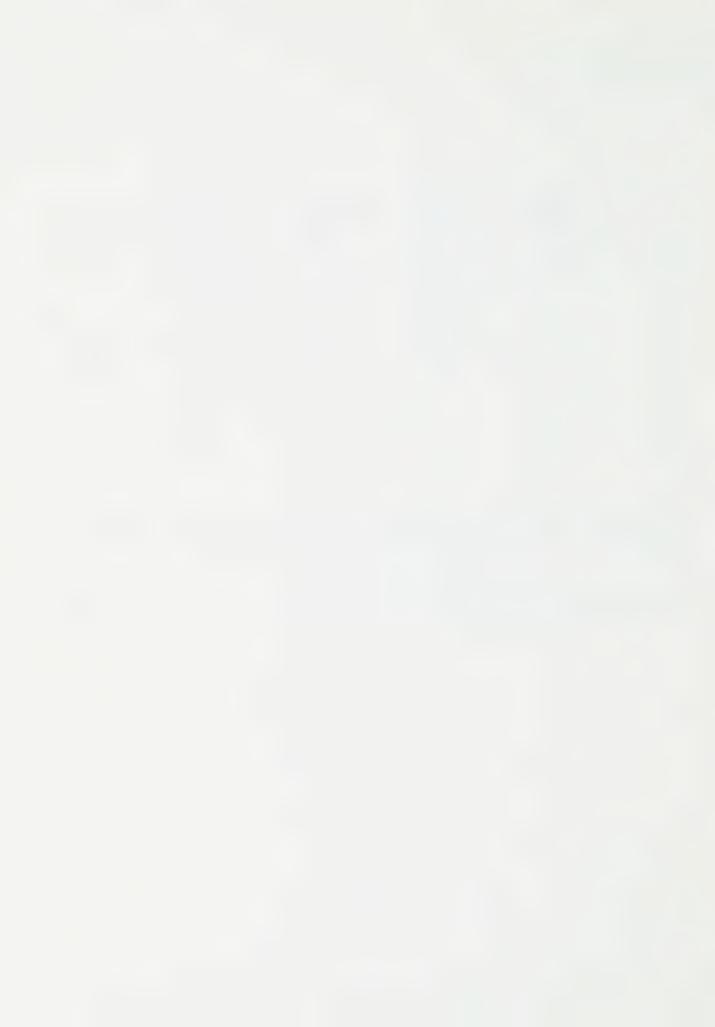


Required From Reserves	Regional Levy Required	Difference From Budget	Actual Deficits After Prov. Sub.	Budget Deficits After Prov. Sub.	Year
0	\$971,370	\$395,851	\$971,370	\$575,519	1983
	663,552	60,101	663,552	603,450	1984
\$207,060	465,527	207,060	672,587	465,527	1985
203,055	223,797	203,055	426,852	223,797	1986
	181,593	-	-	181,593	1987
	90,000	-	-	90,000	1988
	45,000	-	-	45,000	1989
	0	0	0	0	1990

In 1985 the overexpenditures were attributed to increased insurance premiums and two shock losses which occured during 1985.

In 1986 the overexpenditures were attributed to the following items:

1.	subsidy reduction re: Stoney Creek agreement	\$40
2.	decrease in ridership 6.7%	\$140
_	misc. revenues not achieved	\$23





THE CANADA COACH LINES, LIMITED

OPERATIONS OVERVIEW

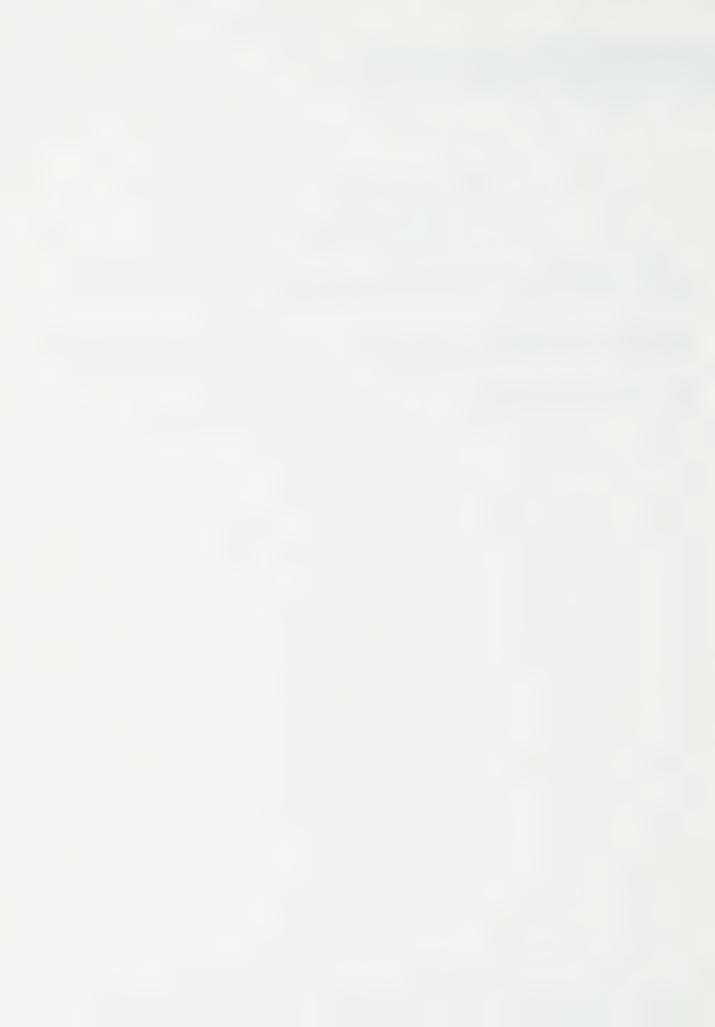
In order to present an overview of the significant components within the CCL operations, various statistical information has been gathered and presented in graphic form.

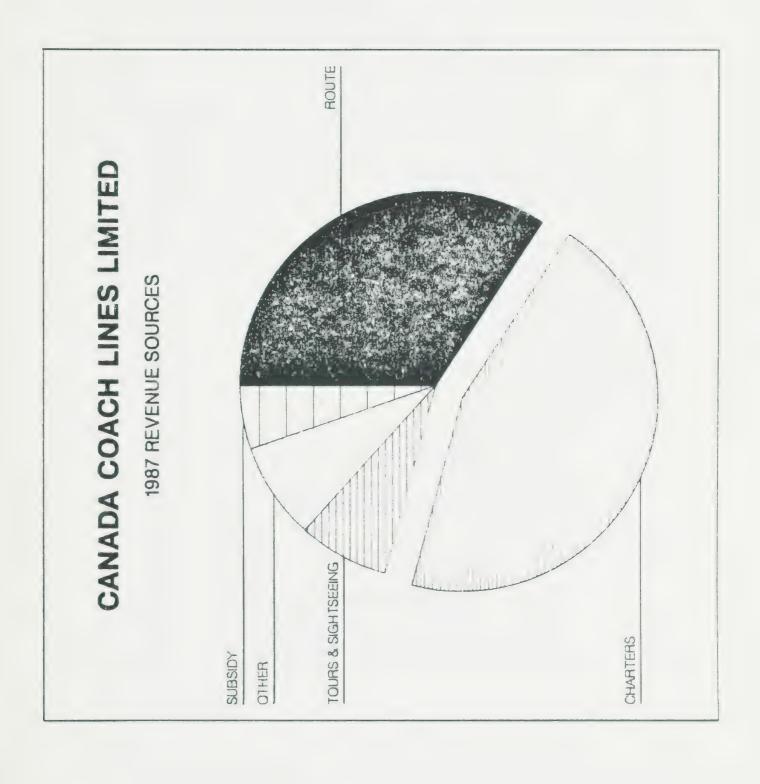
Exhibit A - Total Revenue

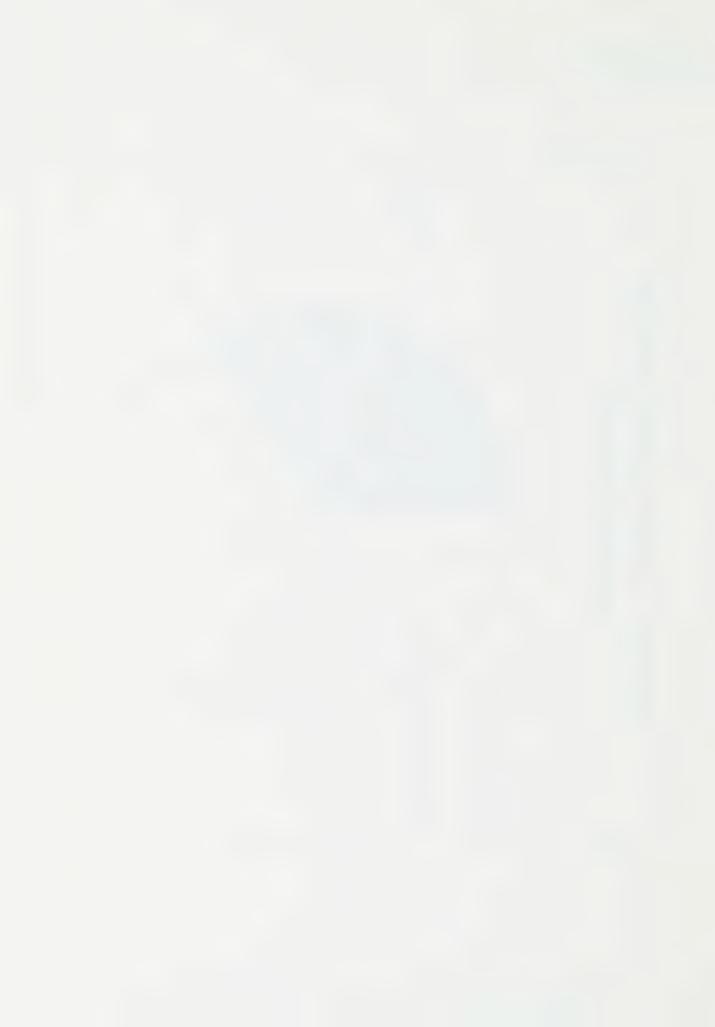
This pie chart demonstrates what percentage each of the various revenue sources is of the total funds available to the CCL.

Exhibit B - Transit Fleet

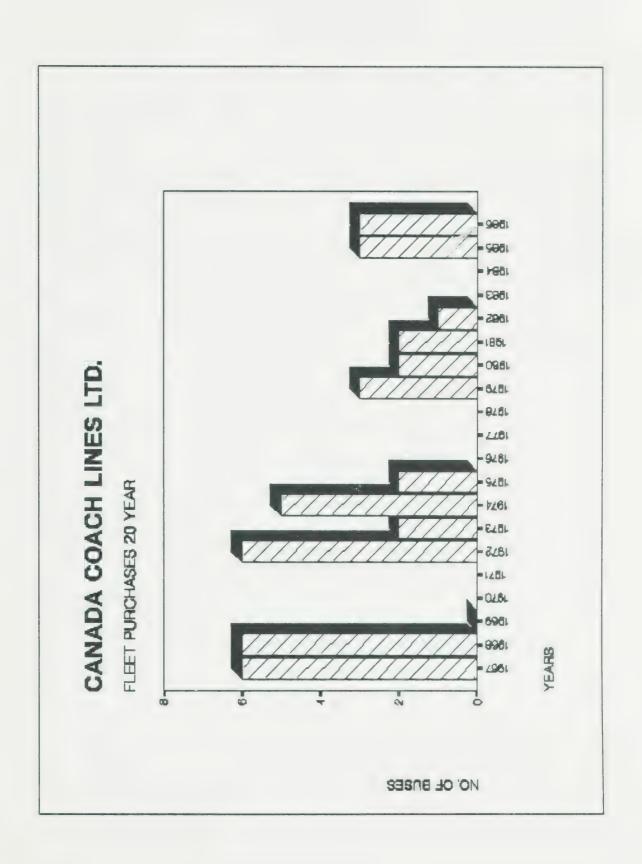
This chart shows the trend of replacement program of highway coaches.

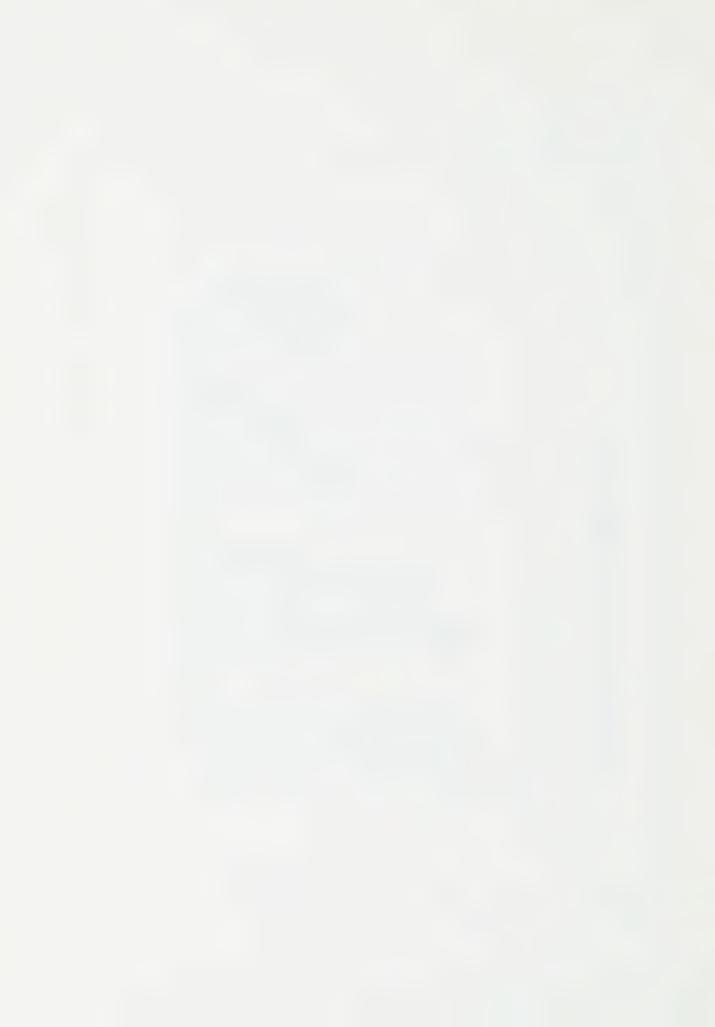






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DEPARTMENT: TRANSPORTATION

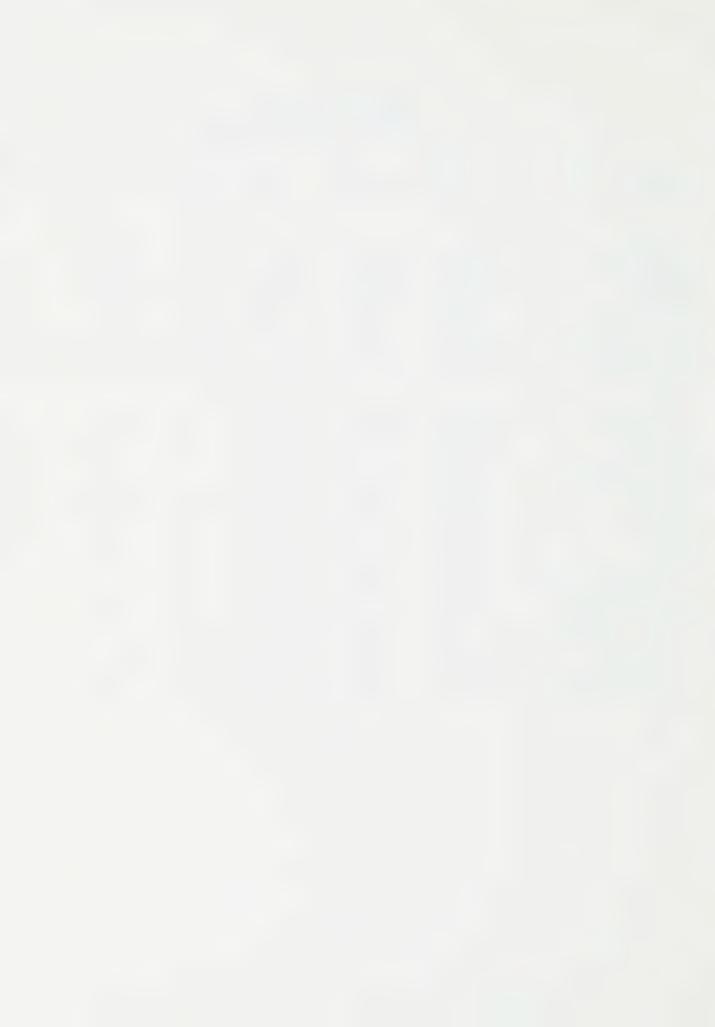
PROGRAM : THE CANADA COACH LINES LID.

ACTIVITY : DEPARTMENT BUDGET SUMMARY

ACCOUNT	DESCRIPTION	1986 BUDGET	1986 ACTUAL	1987 EXISTING	1987 CHANGE	1987 BUDGET	TO 1986 HUDGET
	EXPENDITURES ADMINISTRATION MAINTENANCE			1,065,925	3,000	1,068,925	-1.51%
		1,085,334 1,547,605	1,107,427				
			1,578,904	1,528,850	0	1,528,850	-1.21%
	OPERATIONS	2,134,846	2,437,116	2,196,690	0	2,196,690	2.90%
	DIRECT SERVICE	849,150	966,889	991,275	0	991,275	16.74%
	CAPITAL AQUISITIONS	536,000	455,953	524,000	0	524,000	-2.24%
	TOTAL EXPENDITURES	6,152,935	6,546,288	6,306,740	3,000	6,309,740	2.55%
	REVENUES						
	ROUTE LINE SERVICE	2,270,400	2,130,228	2,087,500	0	2,087,500	8.06%
	CHARTERS	2,199,100	2,681,291	2,760,000	0	2,760,000	25.51%
	FUN TREK TOURS	150,000	71,401	85,000	0	85,000	-43.33%
	GRAYLINE HAM-BURL	69,855	51,481	59,000	0	59,000	-15.54%
	CRAYLINE NIA. FALLS	253,000	291,851	315,000	0	315,000	24.51%
	RACEIRACK	172,630	145,940	165,000	0	165,000	-4.42%
	COACH RENTALS	110,000	50,096	60,000	0	60,000	-45.45%
	EXPRESS	115,500	91,924	90,000	0	90,000	-22.08%
	OTHER	67,323	149,187	52,654	0	52,654	-21.79%
	SUBSTIDIES	241,830	266,727	323,993	0	323,993	33.98%
	FLAMBOROUGH ROUTE AGREEME	49,500	53,111	0	0	0	N/A
	STONEY CREEK AGREEMENT	85,000	15,000	0	0	0	N/A
	COMMISSIONS FARNED	145,000	121,199	130,000	0	130,000	-10.34%
	TRANSFERS FROM RESERVES	0	203,055	0	0	0	- N/A
	TOTAL REVENUE	5,929,138	6,322,491	6,128,147	0	6,128,147	3.36%
	TO BE MET - GENERAL LEVY	223,797	223,797	178,593	3,000	181,593	-18.86%

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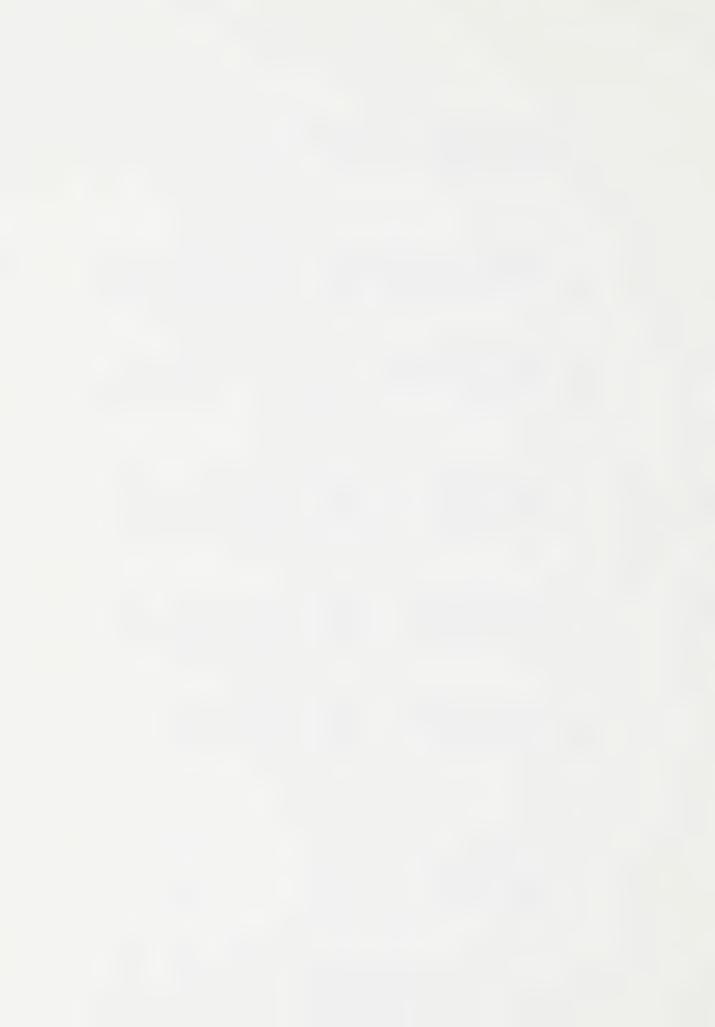
% INC/(DECR)



Department: Transportation Program: Canada Coach Lines

1987 Budget Route Cost Summary

	Mileage	Revenue	Expenses	Subsidies	Deficit	Revenue/Cost %
Routes: Niagara Buffalo Caledonía	46,449	69,985 1,087,459 4,307	154,520 1,266,289 7,071	17,023 41,450 528	67,512 137,380 2,236	56.31 89.15 68.38
Brantford Kitchener Guelph Freelton Burlington	70,390 249,316 114,637 29,285 30,785	131,356 640,631 249,792 14,536 49,528	204,757 795,924 338,652 88,672 106,790	24,628 87,742 35,381 74,136 43,105	48,773 67,551 53,479 14,157	76.18 91.51 84.21 100.00 86.74
Total Route (incl BPX)	933,552	2,247,594	2,962,675	323,993	391,088	86.80
Charters Races Grayline Sightseeing	695,000 27,300 92,260	2,839,188 170,311 386,039	2,681,632 120,291 402,092	1 1 1	(157,556) (50,020) 16,053	105.28 141.58 96.01
Other	28,000	161,022	143,050	0	(17,972)	112.56
Total Other	842,560	3,556,560	3,347,065	1	(209,495)	106.26
Grand Total, 1987 Budget	1,776,112	5,804,154	6,309,740	323,993	181,593	97.12
Grand Total, 1986 Budget	1,849,553	5,552,808	6,152,935	376,330	223,797	96.36



DEPARTMENT:

TRANSPORTATION PROGRAM ACTIVITY: ADMINISTRATION

PROGRAM DESCRIPTION

GOAL:

To provide personnel and resource management for the Financial section and overall direction of:

PURPOSE:

- the maintenance and development of effective accounting and financial control systems
- the provision of relevant financial information to management (the Region) and committee
- recommendations to management and committee on financial matters
- current and capital budget development
- computer, data and word processing systems development and operations
- purchasing and support services
- insurance policies and administration
- personnel

PROGRAM **OBJECTIVES:**

To ensure emphasis on departmental priority planning.

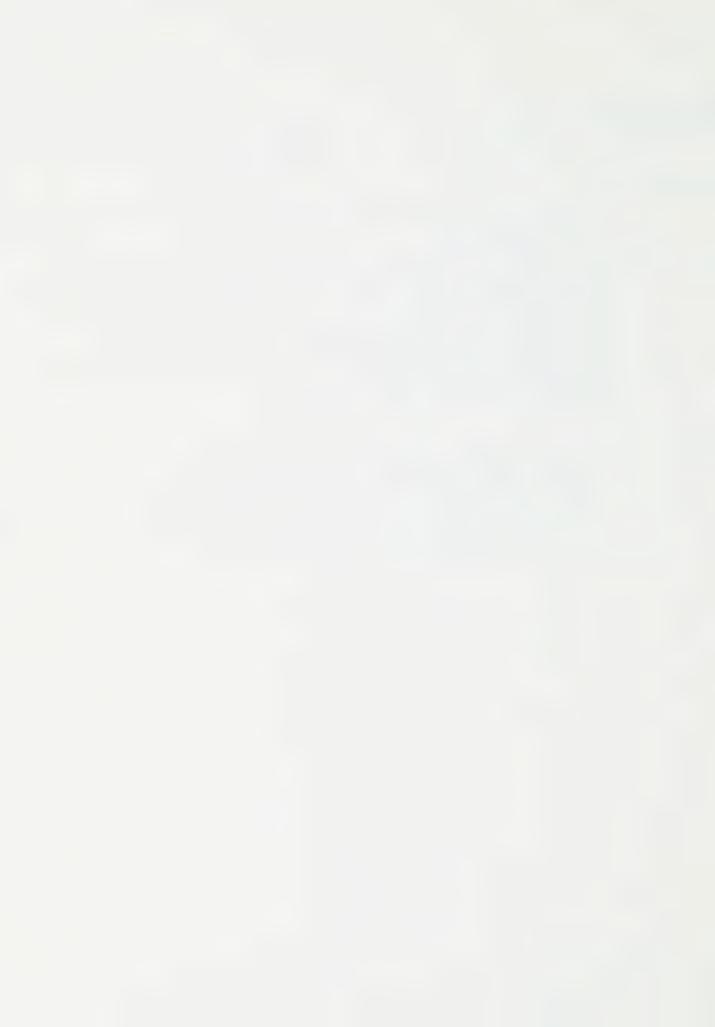
To ensure appropriate resource deployment.

To review documentation of financial policies and modification, where necessary and approved.

To increase additional resource information for management report needs for

the present and future.

To provide an increased level of personnel services.



DEPARIMENT: TRANSPORTATION

PROGRAM : THE CANADA COACH LINES LTD.

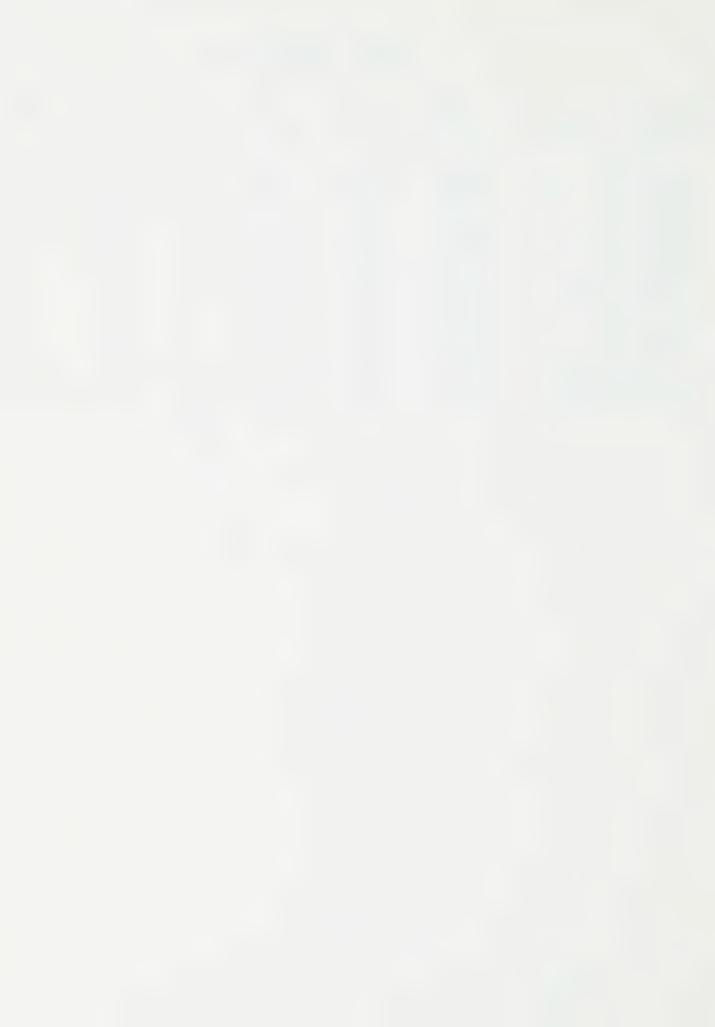
ACTIVITY : ADMINISTRATION-SUMMARY

ACCOUNT	DESCRIPTION	1986 BUDGET	1986 ACTUAL	1987 EXISTING	1987 CHANGE	1987 BUDGET	* INC/(DECR) TO 1986 BUDGET
101	ADMINISTRATION	381,121	375,976	360,300	0	360,300	-5.46%
102	PAYROLL	26,000	26,000	26,000	0	26,000	0.00%
103	CASH MANAGEMENT	10,000	10,000	9,200	0	9,200	-8.00%
104	SYSTEMS	4,908	5,447	5,900	0	5,900	20.21%
105	PURCHASING	23,000	23,000	23,000	0	23,000	0.00%
106	SAFETY SERVICE	10,000	10,000	10,000	0	10,000	0.00%
108	PERSONNEL	13,000	13,000	11,000	0	11,000	-15.38%
601	CHARTERS AND TOURS	125,750	128,592	126,000	0	126,000	0.20%
602	CHARTER SALES GROUP	124,000	147,018	141,500	3,000	144,500	16.53%
603	N.F. SALES CROUP	235,295	250,069	235,025	0	235,025	-0.11%
605	TERMINAL KIOSK	16,260	10,305	13,000	0	13,000	-20.05%
701	RESEARCH	30,000	35,453	25,000	0	25,000	-16.67%
705	PUBLIC RELATIONS	86,000	72,567	80,000	0	80,000	-6.98%
	TOTAL ADMINISTRATION	1,085,334	1,107,427	1,065,925	3,000	1,068,925	-1.51%

CHANGES:

BUDGET

IMPACT



DEPARTMENT: TRANSPORTATION

PROGRAM ACTIVITY: Maintenance - CCL

PROGRAM DESCRIPTION

GOAL:

To provide the Canada Coach Lines with maintenance and repair services for

vehicles, bus stops, utility systems and inventory stores through the

efficient use of human and material resources.

PROGRAM

OBJECTIVES:

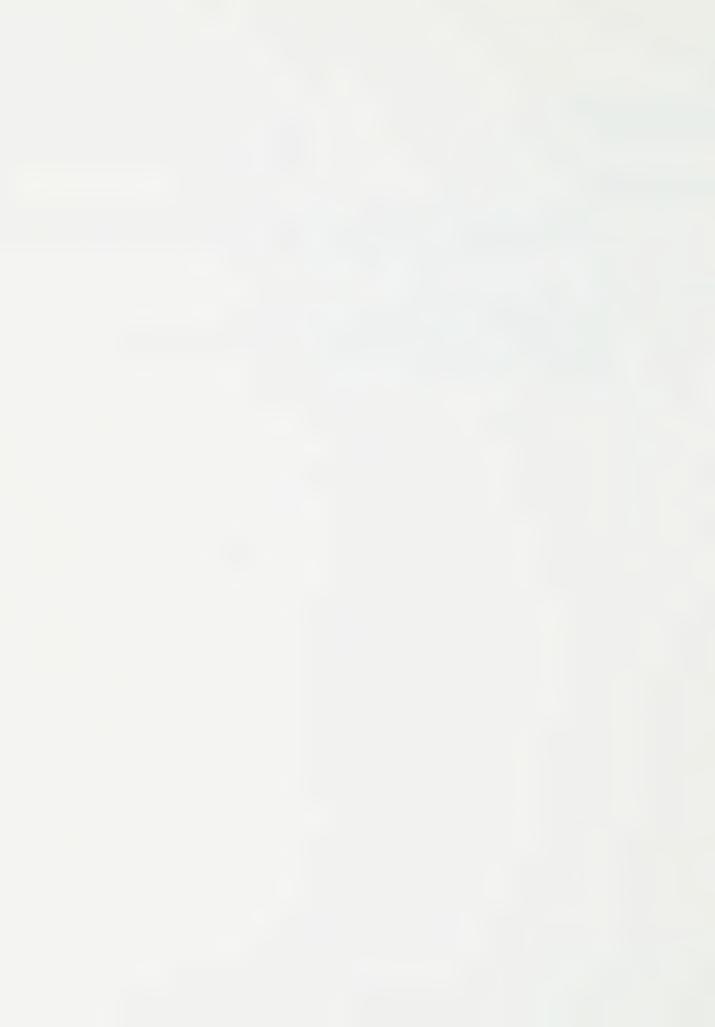
To improve fleet reliability.

To provide more efficient road call service.

To improve preventative maintanance procedures and schedules.

To improve bus cleaning levels and procedures.

To establish performance indicators.



8 -

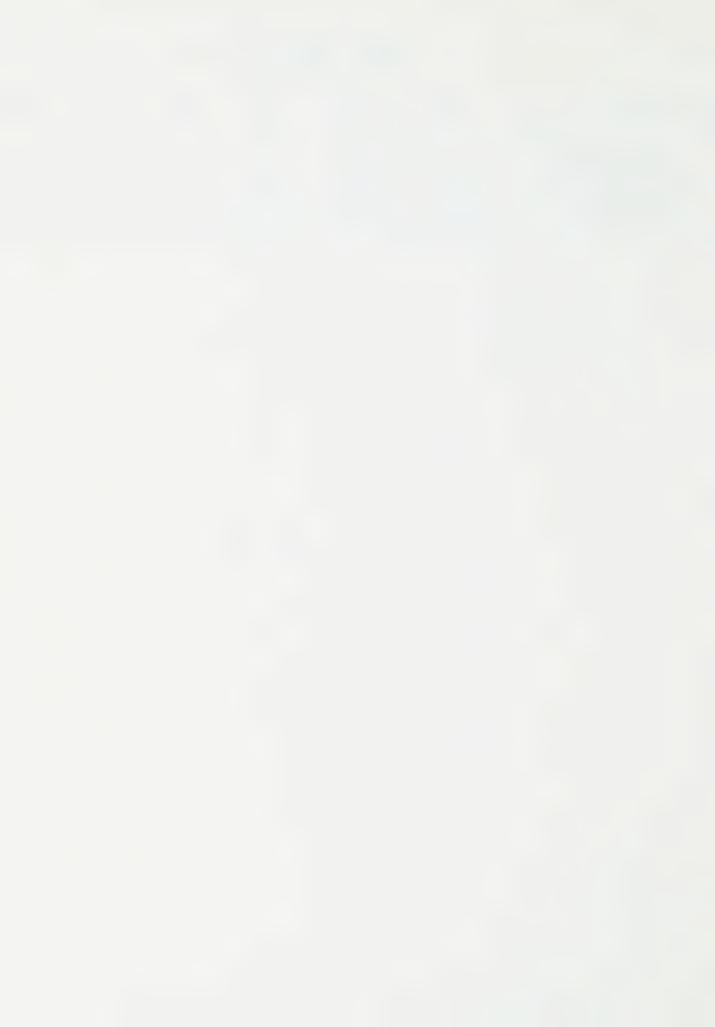
DEPARIMENT: TRANSPORTATION

PROGRAM : THE CANADA COACH LINES L'ID.

ACTIVITY :MAINTENANCE SUMMARY

	TOTAL MAINTENANCE	1,547,605	1,578,904	1,528,850	0	1,528,850	-1.21%
413	INTERNAL MAINTENANCE EXTERNAL MAINTENANCE	1,331,605	1,340,032 238,872	1,288,200	0	1,288,200	-3.26% 11.41%
ACCOUNT	DESCRIPTION	1986 BUDGET	1986 ACTUAL	1987 EXISTING	1987 CHANGE	1987 BUDGET	* INC/(DECR) TO 1986 BUDGET

CHANGES:



DEPARTMENT:

TRANSPORTATION PROGRAM ACTIVITY: Operations - CCL

PROGRAM DESCRIPTION

GOAL:

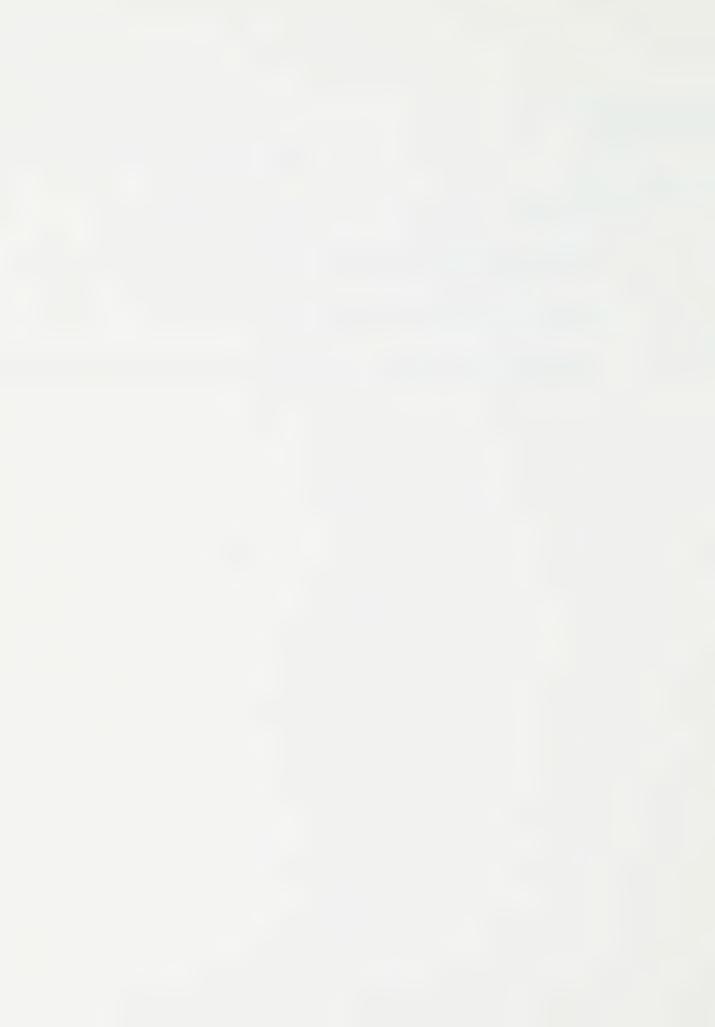
To transport people in a safe, efficient and orderly manner.

PURPOSE:

- to ensure that the services are provided in accordance with the schedules and routes established by the System.
- to administer the day-to-day tasks of transit service as it relates to drivers, route imspectors and supervisors.

PROGRAM OBJECTIVES:

To provide the best possible transit service using the most cost-efficient methods of allocation personnel and equipment.

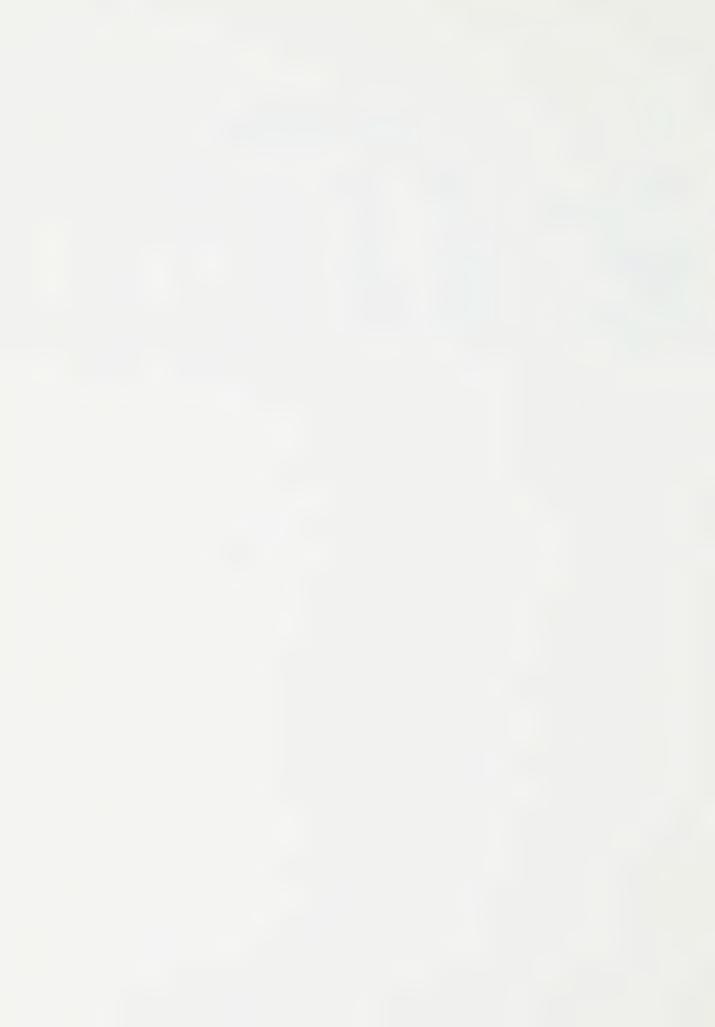


DEPARTMENT: TRANSPORTATION

PROGRAM : THE CANADA COACH LINES LID.

ACTIVITY : OPERATIONS SUMMARY

CHANGES:					BUDGET IMPACT	ANNUALIZED IMPACT		
	TOTAL OPERATIONS	2,134,846	2,437,116	2,196,690	0	2,196,690	2.90%	
505	OPERATORS	1,934,521	2,220,279	1,984,010	0	1,984,010	2.56%	
503	DISPATCHERS	136,285	144,048	141,735	0	141,735	4.00%	
502	SUPERINIENDENCE	47,695	53,661	50,445	0	50,445	5.77%	
501	ADMINISTRATION	16,345	19,128	20,500	0	20,500	25.42%	
ACCOUNT	ACCOUNT	DESCRIPTION	1986 HUDGET	1986 ACIUAL	1987 EXISTING	1987 CHANGE	1987 BUDGEI	TO 1986 BUDGET
							% INC/(DECR)	



DEPARTMENT:

TRANSPORTATION

PROGRAM ACTIVITY: Direct Service - CCL

PROGRAM DESCRIPTION

GOAL:

To provide to the public accommodations and admittance for events at the

least cost.

To insure accessable agencies to the public for CCL information.

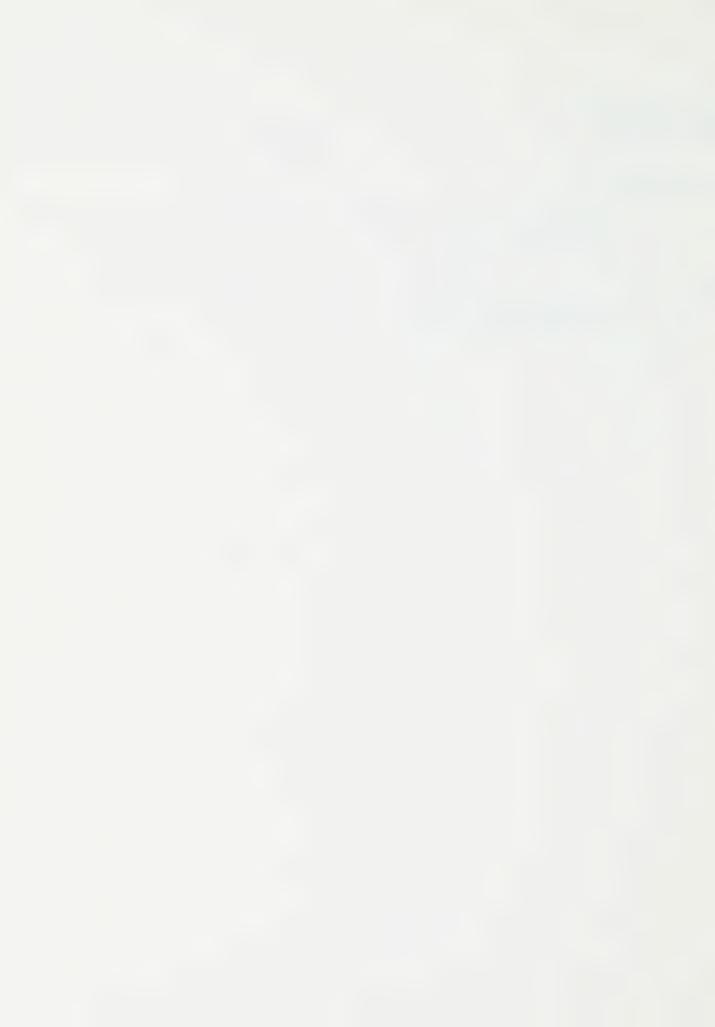
PROGRAM

OBJECTIVES:

To increase charter and tour usage through better cost efficient

accommodations.

To ensure proper utilization of agency awareness.



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DEPARTMENT: TRANSPORTATION

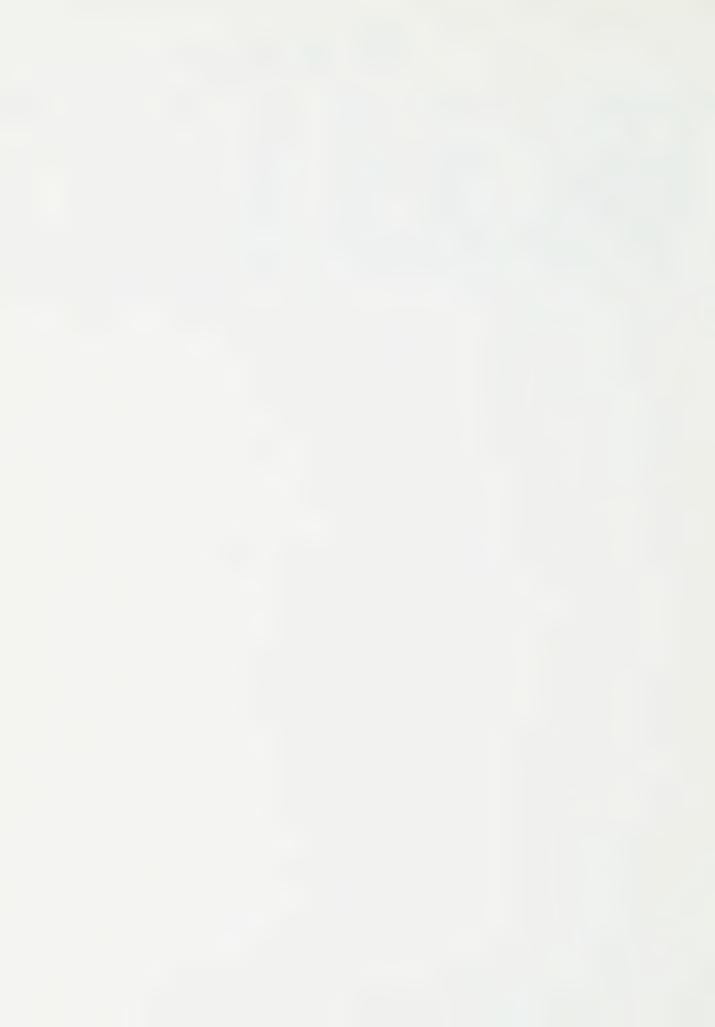
PROGRAM : THE CANADA COACH LINES L'ID.

ACTIVITY : DIRECT SERVICE-SUMMARY

% INC/(DECR) 1986 1986 1987 1987 1987 TO 1986 ACCOUNT DESCRIPTION BUDGET BUDGET ACTUAL EXISTING CHANGE BUDGET 901 316,300 -7.51% LINE SERVICE 342,000 341,542 316,300 0 53.88% 920 CHARTER SERVICE 354,850 500,613 546,050 0 546,050 26,125 26,125 -3.06% SIGHISEEING SERVICE 26,950 27,179 0 970 49,500 0 49,500 -5.98% TOTAL RACETRACK 52,650 48,380 971 TOTAL FUN TREK TOURS 72,700 49,175 53,300 0 53,300 -26.69% TOTAL DIRECT SERVICE 991,275 0 991,275 16.74% 849,150 966,889

CHANGES:

ANNUALIZED BUDGET IMPACT IMPACT



DEPARTMENT: TRANSPORTATION

PROGRAM : THE CANADA COACH LINES LTD.
ACTIVITY : REVENUES SUMMARY

ACCOUNT	DESCRIPTION	1986 BUDGET	1986 ACTUAL	1987 EXISTING	1987 CHANGE	1987 BUDGET	% INC/(DECR) TO 1986 BUDGET
	LINE SERVICE	2,270,400	2,130,228	2,087,500	0	2,087,500	-8.06%
	CHARTERS	2,199,100	2,681,291	2,760,000	0	2,760,000	25.51%
	FUN TREK TOURS	150,000	71,401	85,000	0	85,000	-43.33%
	GRAYLINE HAM-BURL	69,855	51,481	59,000	0	59,000	-15.54%
	CRAYLINE NIA. FALLS	253,000	291,851	315,000	0	315,000	24.51%
	RACEURACK	172,630	145,940	165,000	O	165,000	-4.42%
	COACH RENTAL	110,000	50,096	60,000	0	60,000	-45.45%
	EXPRESS	115,500	91,924	90,000	0	90,000	-22.08%
	OTHER	67,323	149,187	52,654	0	52,654	-21.79%
	SUBSIDIES	376,330	334,838	323,993	0	323,993	-13.91%
	COMMISSIONS EARNED	145,000	121,199	130,000	0	130,000	-10.34%
	TRANSFERS FROM RESERVES	0	203,055	0	0	. 0	N/A
	TOTAL REVENUES INCL SUBSI	5,929,138	6,322,491	6,128,147	0	6,128,147	3.36%

CHANGES:







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MEMORANDUM TSC 87-24

To the Chairman and Members of the Transportation Services Committee.

Re: 1987 DARTS Operating Budget

Origin:

Please find attached the budget submission by DARTS. Attached to my memorandum is a revised summary extracting their estimates and formulating it in a fashion consistent with your approved style.

Analysis:

In 1986 Regional Council approved a higher level of service (known as Option 4) for the last 8 months of operation. The DARTS Board of Directors are not recommending an increase beyond this level of service but are faced with the full annualization of that approved level of service. Accordingly their grant request is going from \$599,774 to \$661,800 or a 10.7% increase. On an annualized comparison (full 12 month operation) this, however, constitutes only a 3.3% increase.

From a Regional perspective, in 1986 a separate study was undertaken and funded with \$40,000 net. If this is taken into account since last year's base included this in transit services for the disabled and aged the 1987 budget levy is \$661,800 over last year's \$639,774 or a 3.4% increase in tax levy.

The consultant study confirms that this operating level of service reflects a "state of maturity" and can be supported. Further that increases from here forward should be in keeping with inflationary factors. Accordingly I am recommending that this budget request be approved as presented in the summary.

Recommendation:

1. That the level of service approved by Regional Council in 1986 be extended into 1987 and beyond as an expression of a state of maturity in the services of DARTS.





MEMORANDUM TSC 87-24

To the Chairman and Members of the Transportation Services Committee.

Re: 1987 DARTS Operating Budget

Recommendations: (cont'd)

2. That the 1987 draft Budget showing a total tax levy increase of 3.4% for the transit services of the disabled and aged community served by DARTS be received and approved for referral to the Finance Committee.

Respectfully submitted,

H.O. Schweinbenz Commissioner of Transportation

cc. Mr. Wm. Sears

Mr. M. Carson

Mr. G. Lawson

Mr. N. Corfe

Mr. B. Pinto



DISABLED AND AGED REGIONAL TRANSIT SYSTEM (D.A.R.T.S.) 1987 Budget Summary

	1986	1986	1986	1987	%	%
Description		Annalized Budget	Actual	Budget	Approved Budget	Annalized
Expenditures:						
Drivers Wages	807,750	858,900	820,000	895,000		
Employee Benefits	138,275	144,500	112,000	156,400		
Workers' Comp.	27,575	29,700	27,300	33,100		
Uniforms		5,800				
Employee Training	_	,	_	3,500		
Gas & Oil	114.525	120,700	104.600			
Vehicle Repairs		136,900	107 000	127 000		
Communication	10,200	10,500	9,600	137,900 10,600 80,859		
Insurance	60,800	62,700	61,700	80,859		
Licences & Permits	4,150		4,200	4,600		
Taxi Service	493,319	523,175	490,000	523, 175		
Depreciation	105,225	109,600	104,700	95.792		
Salaries	160,850	163,600	157,800	181 000		
Telephone	12,000	12,000	11 400	13 800		
Print & Stationery			16,000			
Office Supplies	4,100	4 100	5,000	5 300		
Office Equipment	4,000	4,000	2 800	4,000		
Computer Services	3,650	3,650	2,800	4,000		
Maint. Premises	20,300	3,000	19 000	20, 300		
	12 200	3,650 20,300 12,200	13,500	12 500		
Rent	12,200	12,200	2,500	13,500		
Travel	3,000	3,000,	2,500	3,000		
Legal & Audit		12,000				
Miscellaneous		16,000				
Postage		7,000		7,000		
Total Expenditures	2,168,894	2,279,825	2,128,300		8.4	3.1
Povonuos						
Revenues:	2/1 000	2/1 000	222 000	225 000		
Agencies	141,000	241,000 171,500	152,000	233,000		
Passengers	100,773	171,500	132,000	164,300		
Charters	30,000	30,000	30,000	30,000		
Other		9,000				
Subsidies	1,128,345	1,185,426	1,137,900	1,256,722		
Total Revenue	1,569,120	1,636,926	1,557,850		7.5	3.1
Regional Grant (DARTS)	599,774	642,899	570,450	661,800	10.7	3.3
	·	========	========	========	2011	3 + 3
Surplus:			29,324			
Consultant Study (Net)	40.000	40,000	40,000			
oonbartant brady (i.e.)						
Total Regional Levy for						
Transit to the Disabled	639,774	682,899	1,597,850	661,800	3.+	
Statistics:						
	226 925	239 100	225 000	239 100		
No. of Trips	226,825		225,000	238,100		
Taxi	116,075		115,000	123,100		
DARTS	110,750	115,000	110,000	115,000		





DISABLED & AGED REGIONAL TRANSIT SYSTEM

28 Ewen Road Hamilton, Ont. L8S 3C4

Telephone 529-1212

Mr. Robert Wade, Chairman Transportation Services Committee Regional Municipality of Hamilton-Wentworth P.O. Box 910 Hamilton, Ontario L8N 3V9

November 30, 1986

Dear Mr. Wade:

I have no doubts that hundreds of disabled persons in Hamilton-Wentworth would like to join in again thanking you and your colleagues on Regional Council for your 1986 D.A.R.T.S. funding decision.

This letter can't begin to do justice to the difference your decision has made to their lives. You have opened doors throughout the community for the 350 people who were on our waiting list a year ago. Others no longer suffer the uncertainty and anxiety of being on the standby list. In addition, we are now able to respond to the transportation needs of many other disabled persons who had not applied for registration because they were aware that D.A.R.T.S. was stretched beyond its budget resources.

As volunteers we take great encouragement from the fact that you continue to support the committment of Regional Government which led to the formation of D.A.R.T.S. a decade ago.

It is in that spirit of appreciation that we submit our 1987 budget proposal for your consideration and we trust approval.

We are providing the following material to assist you:

- 1) Introduction
- 2) 1987 Budget

We feel it would be more appropriate to submit our five year capital budget and forecast once the study on D.A.R.T.S. has been completed.

On behalf of our passengers, directors and staff I would like to again thank you for your continuing support.

Kindest regards,

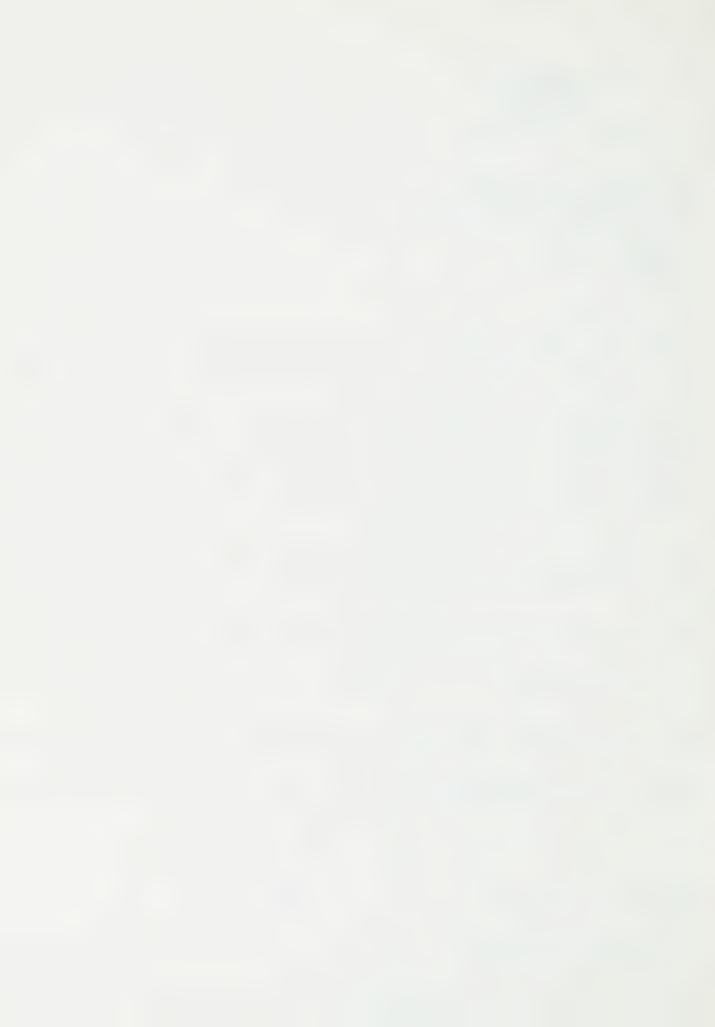
Norm Corfe Chairman

NC:mbp/D21 wade2.let

cc. Mr. William Sears

cc. Mr. Heinz Schweinbenz

cc. Mr. Gerry Lawson



Introduction

All of us who share the belief that disabled persons are entitled to transportation services can look forward to 1987 in a more positive frame of mind than was the case a year ago.

The concerns we outlined in the introduction to our 1986 Budget were resolved by the enlightened budget decision of the Transportation Services Committee and Regional Council.

Your approval of Option 4 in our 1986 Budget summission made it possible to significantly upgrade the level of service during the final nine months of the last year.

As a result -

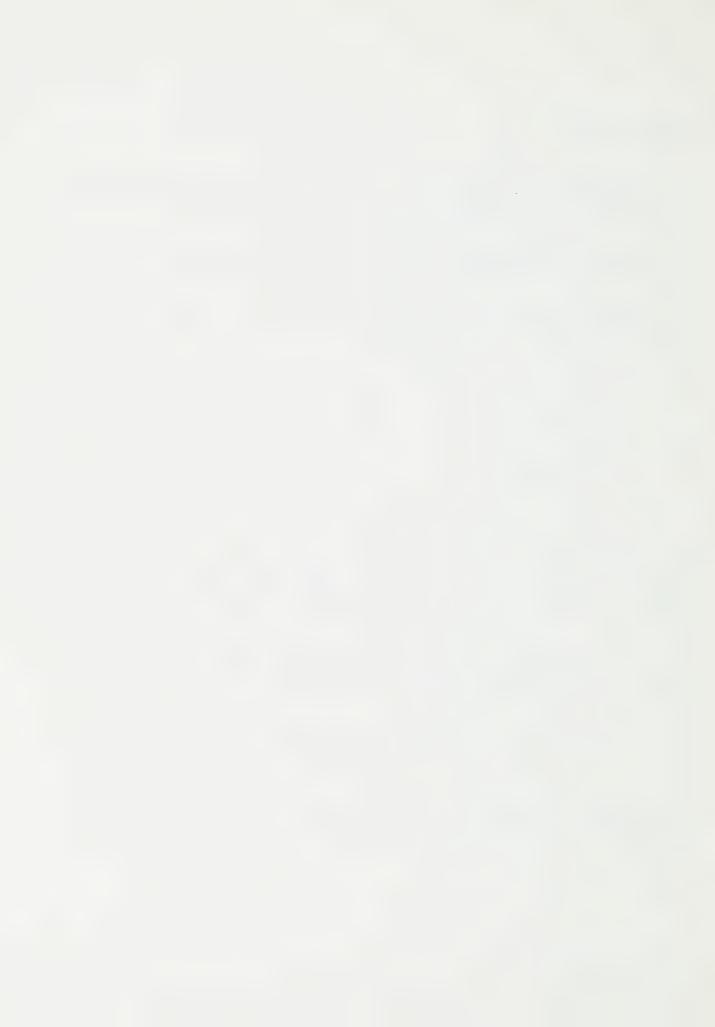
- o The waiting list of 350 disabled persons was eliminated.
- o The standby list of 80 registered passengers was eliminated.
- o 32,000 or 17% more trips over the 1985 level also accommodated the needs of new D.A.R.T.S. applicants.

The introduction to last year's budget anticipated a major increase in demand for Day Hospital services. That increase has not yet materialized because of delays in Ministry of Health funding. It is difficult to predict if and when the anticipated demand will occur during the coming year.

With that qualification we see no reason to expect that 1987 will bring an increase in demand beyond a 10% range that has been typical of recent years, particularly since we receive six to ten applications for service daily.

While responding to that growth the primary committment of the directors and staff is to continue improving the quality of service.

We feel encouraged by the results thus far of the study commissioned by the Region and D.A.R.T.S. and feel sure the conclusion will fully justify your continuing confidence and support.



Rebates to Region

The consultants conducting the study suggested that D.A.R.T.S. should approach MTC with a different interpretation of the taxi subsidy. We followed their advice and were successful in convincing MTC to upgrade the taxi subsidy from 25% to 30%.

As a result the additional recovery from MTC for 1983 - 1985 is approximately \$36,000.00 which will be returned to the Region.

The additional recovery for 1986 will be \$24,000.00 which will also be returned to the Region as well our anticipated 1986 operating surplus of \$35,000.00

The additional taxi subsidy from MTC impacts favourably on our 1987 Budget.

1987 Budget Proposal

When the Option 4 Budget was approved last April it was agreed our 1987 Budget should continue to provide the same level of service with some provision for increased demand.

The salient points of the 1987 Budget are therefore as follows:

- o Regional allocation \$664,100.00
- o This represents an increase of \$21,200.00 or 3.3% from the 1986 Option 4 Budget of \$642,899.00.
- o An increase in MTC operating subsidy of \$118,822.00 or 10.4% over 1986 actual.
- o The budget provides for two replacement vehicles but no increase in the number of operating vehicles.
- o An additional 15,000 passenger trips will be provided in 1987 over 1986 actual from 223,000 to 238,000.

- o Items exceeding Regional guidelines are -
 - The collective agreement that will expire in June 1988 will result in a 7.5% increase in driver wages.
 - 2) Benefits
 The collective agreement requires partial benefits for all part-time drivers. Claims experience including UIC, PP and Workers Compensation.
 - 3) Salaries
 One additional office employee was approved for 1986 but was hired on a part-time basis. This person will be made full-time in 1987.

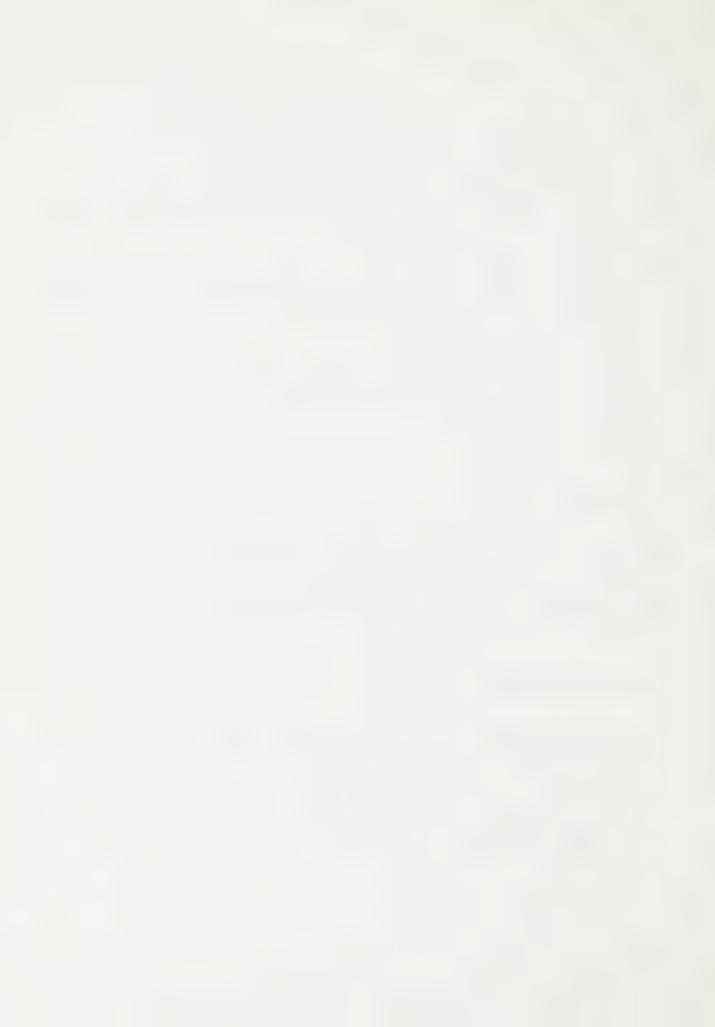
Fare Equality

The Board of Directors strongly support the committment of Regional Government to provide transportation to disabled citizens at the same cost as the adult non-discounted HSR fare. This is essential to the principle of equality for disabled persons. Moreover any meaningful increase would undoubtedly be a major hardship for most D.A.R.T.S. passengers.

Eligibility Criteria

The Directors also strongly support the eligibility criteria expressed by Regional Government when it initiated D.A.R.T.S. service in 1976.

"That any individual whose mobility caused by disability severely inhibits or prevents the use of regular transportation with dignity in the Regional Municipality of Hamilton-Wentworth."



A FIRST FOR NORTH AMERICA!

We are now offering passengers and agencies the convenience of interfacing their personal computers with the D.A.R.T.S. computerized booking system. While few passengers personally own computers this innovative concept holds great promise for the future. Moreover all of us in Hamilton-Wentworth can feel proud that MTC has so much confidence in D.A.R.T.S. that it subsidized this demonstration project that is a first for North America.

We thank you for your support in opening doors for our passengers and we assure you that the Directors, Management and Staff of D.A.R.T.S. will continue to do everything possible to meet the transportation needs of the citizens we are committed to serve on your behalf.

Respectfully submitted by the Board of Directors on behalf of our 4000 passengers:

Norman Corfe

President

Vice President

Leo Laviolette

rast President

Paul McLehachan

Treasurer

Brian Pinto
Executive Director

Harry Buckle
Ivan Cairns
Ray Collins
Councillor Geraldine Copps
Marilyn Davis
Peter Hampson

Eric McGhie Judge Morris Perozak Andy Phillips Ross Robinson Derek Watters Chester Waxman



D.10 opt1'87

DISABLED AND AGED REGIONAL TRANSIT SYSTEM

BUDGET - 1987

		Budget	Unaudited	Budget	Budget
	1985	1986	1986	1986	1987
	Actual	(Opts 2&4)	Actual	Option 4	1507
EXPENDITURES:	110 000 1	(0) 20 1/			
Drivers' Wages	630,991	807,750	820,000	858,900	895,000
Employee Benefits	94,702	138,275	112,000	144,500	156,400
Workers' Comp.	19,553	27,575	27,300	29,700	33,100
Uniforms	3,275	5,350	.5,000	5,800	3,000
Employee Training	-	***	-	-	3,500
Gas and Oil	88,279	114,525	104,600	120,700	117,000
Vehicle Repairs	104,014	131,925	127,200	136,900	137,900
Communications	8,137	10,200	9,600	10,500	10,600
Insurance	49,088	60,800	61,700	62,700	80,855
Licences & Permits	3,421	4,150	4,200	4,300	4,600
Taxi Service	397,691	493,319	490,000	523,175	523,175
Depreciation	85,140	105,225	104,700	109,600	95,792
	1,484,291	1,899,094	1,866,300	2,006,775	2,060,922
OVERHEAD:					
Salaries	132,267	160,850	157,800	163,600	181,000
Telephone	11,792	12,000	11,400	12,000	13,800
Print.& Stationery	19,135	14,700	16,000	15,200	16,000
Office Supplies		4,100	5,000	4,100	5,300
Office Equipment	3,993	4,000	2,800	4,000	4,000
Computer Services	3,680	3,650	4,000	3,650	4,000
Maint Premises	16,345	20,300	18,000	20,300	20,300
Rent	11,525	12,200	13,500	12,200	13,500
Travel	841	3,000	- 2,500	3,000	3,000
Legal & Audit	14,870	12,000	10,500	12,000	6,000
Miscellaneous	12,411	16,000	14,500	16,000	16,500
Postage	6,158	7,000	6,000	7,000	7,000
	233,017	269,800	262,000	273,050	290,400
Total Expenditures	1,717,308	2,168,894	2,128,300	2,279,825	2,351,322
REVENUES: Agencies	216,537	241,000	233,000	241,000	235,000
Passengers	116,548	160,775	152,000	171,500	162,000
Charters	31,663	30,000	30,000	30,000	30,000
Other	14,509	9,000	4,950	9,000	3,500
	379,257	440,775	419,950	451,500	430,500
MTC	919,254	1,128,345	1,137,900	1,185,426	1,256,722
Region Grant	420,272	599,774	599,774	642,899	664,100
Total Revenues	1,718,783	2,168,894	2,157,624	2,279,825	2,351,322
Surplus (Deficit)	1,475		4,824		-
Recovery from MTC (25% to 30%)			24,500		
Percentage increase					3.38
Number of trips	192,786	226,825	225,000	238,100	238,100
Taxi	95,176	116,075	115,000	123,100	123,100
D.A.R.T.S.	97,610	110,750	110,000	115,000	115,000
	22 + 3	25 + 4	25 + 4	25 + 4	25 + 4









Department of Transportation (ROADS) 71 Main Street West, Hamilton, Ont. L8N 3T4 (416) 526-4277 (TRANSIT) 18 Wentworth St. N., Hamilton Ont. L8L 5V1 (416) 527-4441

MEMORANDUM TSC 87-25

The Chairman and Members of the Transportation Services Committee

Re: 1987 Regional Roads Budget

Origin:

As part of the budget submission process, the Transportation Department has prepared an overview of the Regional Roads Budget to familiarize the members of the Committee.

Summary:

1986/1987 BUDGET COMPARISON

A comparison of the 1987 Budget and the 1986 Budget is provided in the attached tabulation.

The 1987 Budget is comprised of the following major components:

- regular road improvement program and annual current programs which are structured for maximum utilization of the available subsidy from the MTC
- the Mountain E-W/N-S Transportation Corridor construction program
- the accelerated road rehabilitation program (ARRP) which was requested by Council to address the mounting backlog of roadway deficiEncies accurred during the period 1980-1986

Following Council direction the regular capital program, road maintenance and the contribution to the Mountain E-W/N-S Transportation Corridor construction has been formulated to meet a 9.0% annual increase in the tax levy.

The impact of the ARRP is comprised of 2 components, The first relates to the 1986 expenditure of \$2,000,000. Internal debt charges commence in 1987 and the impact is 2.2% on the tax levy. The 1987/1991 ARRP component envisages an expenditure of \$42,874,000. The annualized debt charges for this debentured financing is a program separate from the Transportation Budget in 1987.

Detailed highlights of the proposed combined regular and ARRP program are summarized in an accompanying report.





Department of Transportation (ROADS) 71 Main Street West, Hamilton, Ont. L8N 3T4 (416) 526-4277 (TRANSIT) 18 Wentworth St. N., Hamilton Ont. L8L 5V1 (416) 527-4441

MEMORANDUM TSC 87-25

Re: 1987 Regional Roads Budget

The gross expenditure on the regular capital construction program has incresed by 22.7%, but the tax levy quideline has been maintained at 9%. The enchanced program is supported by an unprecended increase in MTC subsidy of 9.0% for 1987. (MTC subsidy has decreased annually since 1979 at a rate of 5%.)

In accordance with the Lot Levy Reserve Study completed in 1986, an additional \$1,814,000 is available over the next five years to respond to roadway improvements necessitated by increased development. A sum of \$139,000 will be utilized in 1987.

- 2) ANNUAL CURRENT PROGRAMS
 - A) RAILWAY SIGNAL UPGRADES
 This program continues the upgrading of automatic crossing protection at level crossings. The new installation for 1987 is on Ottawa Street at the Dofasco track crossing. The Region's share is 12.5% of the gross cost.
 - B) STRUCTURAL ADEQUACY TESTING
 The pavement management system was implemented in 1986 and this annual program ensures the continued operation of this system to efficiently provide information and analyses for optimized maintenance and rehabilitation strategies.
 - C) MISCELLANEOUS GEOTECHNICAL STUDIES
 This program continues the investigation of the escarpment face to provide data for the development of rehabilitation strategies to arrest erosion.
 - D) TRANSPORTATION MODELLING STUDIES

 A major study was completed in 1986 in conjunction with the MTC and surrounding Regional Municipalitites to provide current data on travel characteristics. Additional studies are planned to develop a current demand forecasting model in order to efficiently respond to and assess development proposals.
- 3) E-W/N-S TRANSPORTATION CONSTRUCTION PROGRAM
 Pre-design and land acquisition for Phase 1 of the Freeway has been included in the Capital Budget for 1987.





Department of Transportation (ROADS) 71 Main Street West, Hamilton, Ont. L8N 3T4 (416) 526-4277 (TRANSIT) 18 Wentworth St. N., Hamilton, Ont. L8L 5V1 (416) 527-4441

MEMORANDUM TSC 87-25

Attention of

Re: 1987 Regional Roads Budget

Your File No

The increased contribution to the Freeway Reserve is in accordance with the funding arrangements approved by Regional Council.

The budget provides an allowance to recognize the manpower requirement to properly manage the project. The associated costs of administration if fully funded under the special subsidy agreement with the MTC.

Recommendation:

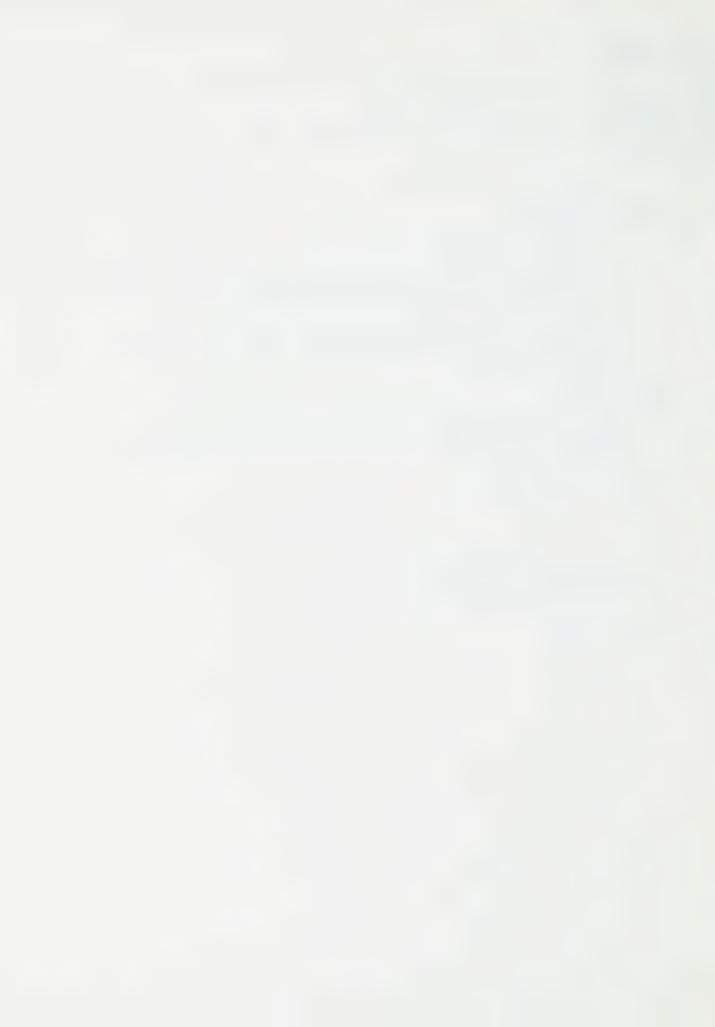
That the 1987 draft Current Budget for the Planning Division of the Regional Roads System be received and approved for referral to the Finance Committee.

Respectfully submitted,

H.O. Schweinbenz

Commissioner of Transportation

cc. Mr. Wm. Sears
Mr. M. Carson





Department of Transportation (ROADS) 71 Main Street West, Hamilton, Ont. L8N 3T4 (416) 526-4277 (TRANSIT) 18 Wentworth St. N., Hamilton, Ont. L8L 5V1 (416) 527-4441

1986/1987 BUDGE	1986/1987 BUDGET OVERVIEW			
			N: %	
	1986	1987	DIFF	
EXPENDITURES	1 000 000	1 707 600	2 2	
Operating & Current Annual Programs Maintenance	1,828,000 9,419,100	1,787,600 9,724,700	-2.2 3.3	
Regular Capital Construction	5,827,000	7,148,00	22.7	
Debt Charges External	1,884,000	1,836,000	-2.5	
Contribution to Freeway	2,024,000	2,626,000	29.7	
Freeway Administration	67,000	69,300	3.4	
TOTAL EXPENDITURES	21,049,000	23,191,600	10.1	
Less Subsidies & Other receipts	8,303,300	9,371,800	12.8	
GROSS TAX LEVY REQUIRED	12,678,700	13,819,800	9.0	
ACCELERATED ROADWAY REHABILITATION PROGRAM				
Debt Charges Internal	0	283,000		
Debenture Debt Charges	0	0		
TOTAL TAX LEVY REQUIRED	12,678,700	14,102,800	11.2	



STATEMENT OF PURPOSE

To provide for the safe and effective movement of vehicular traffic within the Region by means of arterial roadways.

OBJECTIVES

- -To provide for long-range planning and to implement curent programmes for the improvement and administration of the Regional Road System.
- -To monitor the maintenance of railway crossing protection and to deal with the Canadian Transport Commission in all matters respecting railways.
- -To monitor the collection of traffic data and to develop and implement long-range transportation and transit programmes.
- -to monitor and conduct studies to determine effective and alternative methods of rehabilitating the road system.
- -To process all applications and to enforce the provisions of all by-laws respecting the use of the road allowance.
- -To review all development related applications to ensure transportation requirements are met.
- -To investigate traffic related concerns.
- -To programme capital works and to provide functional design and methods of rehabilitation.
- -To maximize financial contributions from all sources for the maintenance and construction of the Regional Road System.



DEPARIMENT: TRANSPORTATION PROGRAM : REGIONAL ROADS

ACTIVITY : PROGRAM COST SUMMARY

	INTIVITY STREET, COST OFFICE				% INC/(DECR.)		
A. EXPENDITURES-GENERAL (TRANS.)	1986 BUDGET	1986 EST. ACT.	1987 EXISTING	1987 CHANGE	1987 BUDGET	TO 1986 BUDGET	
ADMINISTRATION	798,300	739,433	829,000	0	829,000	3.85%	
RAILWAY CROSSINGS	137,600	137,600	137,600	7,000	144,600	5.09%	
TRAFFIC ENGINEERING	457,800	444,300	462,000	0	462,000	0.92%	
STUDIES AND GENERAL	229,500	229,500	131,600	15,400	147,000	-35.95%	
MINOR CONSTRUCTION PROJEC	205,000	205,000	205,000	0	205,000	0.00%	
SUB TOTAL OPERATING	1,828,200	1,755,833	1,765,200	22,400	1,787,600	-2.22%	
DEBT CHARGES	1,811,200	1,811,200	1,762,300	0	1,762,300	-2.70%	
CONIR. TO CAPITAL	2,598,200	2,598,200	2,908,400	0	2,908,400	11.94%	
TOTAL GENERAL (TRANS.) EXPENDITURES	6,237,600	6,165,233	6,435,900	22,400	6,458,300	3.54%	
TOTAL GENERAL (TRANS.) REVENUES	688,700	591,254	643,200	6,000	649,200	-5.74%	
TOTAL GENERAL (TRANS.) LEVY	5,548,900	5,573,979	5,792,700	16,400	5,809,100	4.69%	
B. MAINTENANCE LEVY REQUIRED	5,083,322	5,045,071	5,276,500	23,900	5,300,400	4.27%	
C. FREEWAY							
FREEWAY ADMINISTRATION	67,000	0	0	69,300	69,300	3.43%	
FREEWAY-FINANCIAL	2,096,800	2,096,800	2,097,700	602,000	2,699,700	28.75%	
REVENUES	117,300	0	0	58,700	58,700	-49.96%	
FREEWAY LEVY	2,046,500	2,096,800	2,097,700	612,600	2,710,300	32.4%	
GROSS GENERAL LEVY REQUIREMENT	12,678,722	12,715,850	13,166,900	652,900	13,819,800	9.00%	
D. DEBT CHARGES - INTERNAL	0	0	0	283,000	283,000	N/A	
TOTAL GENERAL LEVY REQUIREMENT	12,678,722	12,715,850	13,166,900	935,900	14,102,800	11.23%	







MEMORANDUM TSC 87-01

The Chairman and Members
Transportation Services Committee.

Re: 1987-1991 Transportation Capital Budgets

Background:

Through the co-ordination of the Capital Budget Committee and the Management Team the 1987-1991 Capital Budget has been prepared. Presented herein is the Transportation component of the Region's 5-Year Capital Budget. We are presenting the entire Transportation component so that your Committee is aware of all of the activities generated by the Transportation Department. However, only the Transit components are subject to your specific approval.

Overview:

The attached graph shows the distribution of expenditures by progam. Of the total \$406 Million spending \$227 Million or 55.9% is being spent on Transportation. This is not only the largest amount ever being spent on Transportation but also represents the highest portion ever to be spent on this program relative to all others. In large part this is due to the recognition by Regional Council that the Transportation program plays a significant part in the health, vitality and growth of this community and the desire to complete a back log of works on the Regional Road System.

PROGRAM ANALYSIS

Regional Road System

The gross expenditure for the arterial road system is \$165.2 Million which represents a 65% increase over last year's road budget. The new budget is comprised of three components, as follows:

(\$ 000's)

		(\$ 000 3)
Regular	Improvements	\$ 37,120
N-S/E-W	Freeway	85,182
Rehabil:	itation and Backlog	42,874
		\$ 165,176





MEMORANDUM TSC 87-01 (Cont'd)

The regular improvements and the Freeway are affordable at the 9% levy increase (each and every year over five years) on the combined Regional Roads capital, planning, administration and maintenance levies. This is in keeping with the strategy and forecast approved by Regional Council in the 1985-1989 Capital Budget. In June of 1986 we presented to the Engineering Services Committee a report on the condition of the Regional Road System. The report highlighted that the above strategy and funding level was insufficient.

Regional Council adopted the recommended strategy to infuse even more monies into the arterial road system. The financing for this extraordinary expenditure (\$42.874 Million) would not come from the current funds but rather from external long-term financing. In order to meet the debt charges a special Capital Levy is proposed which will have a 5% impact on the 1987 General Levy, as presented in the 1987 Budget Guidelines Report from the Finance and Personnel Committee and approved by Regional Council on November 4th, 1986.

Urban Transit System (H.S.R.)

The gross expenditure for urban transit has risen from \$52.6 Million last year to \$61.8 Million in this year's five-year Capital Budget. However the net (after subsidy) expenditure is up only marginally from last year's \$13.8 Million to this year's \$13.9 Million. This is largely a reflection of Regional Council's decision to retain the trolley coach system. It should be pointed out that the estimates are on the assumption that the Province of Ontario will retain its present policy of providing 90% subsidy for expenditures related to electrical power.

The multi-year forecast indicates that the current plan of phasing in this Capital Budget on a pay-as-you-go basis need not be interrupted. Given regular fare increases and service growth tied to population and demand growth, it is forecasted that the rise in the Transit levy can be held to the inflation rate.

This Capital Budget continues the strategic plan adopted by Regional Council in 1984 which is to concentrate Transit improvements on infrastructure (buildings, buses, administrative and operational efficiencies) and on amenities (express buses, information access, shelters, etc.). It is envisioned that the Public Transit System will continue to conform to this course of action based on the current Official Plan and growth projections.





MEMORANDUM TSC 87-01 (Cont'd)

Inter-City Transit System (C.C.L.)

In 1984 Regional Council adopted a three-year (1985-1987) Strategic Plan based on the transportation, legislative and economic factors of that day. 1987 is the third year of that Plan and as part of the Current Budget presentation we will be recommending a revised Strategic Plan for 1988-1990. The 1985-87 Plan had the following elements:

- (a) Maintain a healthy and strong regular route system within Hamilton-Wentworth's commuter shed.
- (b) By 1988 eliminate the deficit of then \$1.2 Million per annum.
- (c) It was recognized that the regular route system will continue to incur losses but any route not generating 75% of its cost should be considered for abandonment.
- (d) Develop the more profitable charter, tour and sight-seeing activities to the point where their profits are sufficient to offset the losses on the regular route system.

The Capital Budget contained herein envisions a change in that Strategic Plan. It proposes that during 1987 only rehabilitation work will continue and that as part of the Current Budget deliberations on an alternate course of plan will be considered and adopted. For 1988 and beyond, the Capital Budget will be reconsidered based on the business plan adopted.

Recommendations:

- 1. That the 1987-1991 Capital Budget and the five-year Capital Financing Plan be endorsed and recommended to the Finance and Personnel Committee for approval.
- 2. Upon approval of the 1987-1991 Capital Budget by Regional Council that the Commissioner of Transportation be authorized to proceed with the implementation of the various projects described in the Hamilton Street Railway and Canada Coach Lines portions of the budget for 1987.
- 3. That the "Contribution to Capital" identified in the various schedules be included in the corresponding current budget estimates for 1987.

Respectfully submitted,

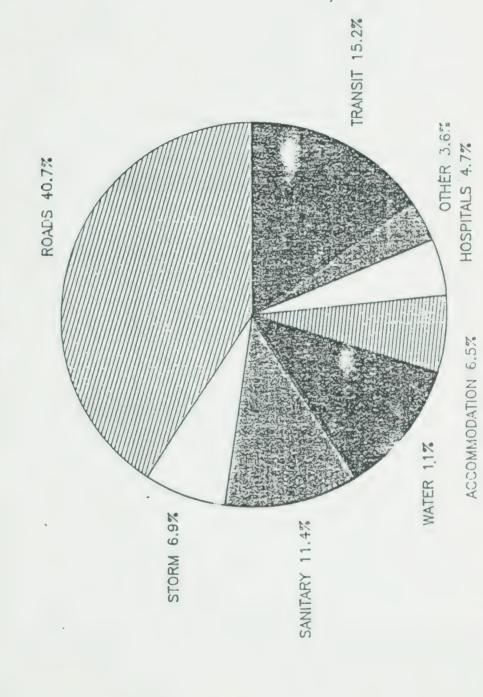
H. O. Schweinbenz,

Commissioner of Transportation.

cc: Wm. Sears, M. Carson, G. Lawson.



GROSS CAPITAL EXPENDITURE
BY PROGRAM
\$406 MILLION







1 4



To the Chairman and Members of the Transportation Services Committee.

Re:

1987 - 1991 Capital Budgets for the Hamilton Street Railway Company and The Canada Coach Lines Limited

Background:

Each year the five-year Capital Budgets are updated by the Capital Budget Committee to reflect any new projects, changes in the financing costs and any required operational changes in the work-in-process accounts. This top-down budget approach then requires that these capital programs are evaluated in terms of our five-year fiscal operating program to ensure that their cost can be met within the operating budgets and are conducive to the long range Regional direction.

The five-year Capital Programs for the HSR and CCL are presented on the following pages as well as the five-year financial model of our Operating Budgets. The Current Budget model shows that the Capital programs are affordable and within the inflationary guidelines thus providing the Region with continued fiscal strength.

Analysis:

The 1987 - 1991 Capital Program contains two programs, Work-in-Process and New Projects which make up the total budget. Each of these programs have had updates made or additions to reflect the wishes of Regional Council. The following narrative briefly describes any changes that have occurred and the new programs.

Work-In-Process - HSR

The major change within the area has been the addition of 2 million dollars to the cost of the new garage. These additional dollars are required to address the building and infrastructure requirements as a result of Council's recent decision to keep the trolleys.

New Projects - HSR

Under this section there are several major projects which are in fact NEW while there are some which although classified as new are actually part of on-going capital programs. An example of this is the "Bus Replacement" program which has the HSR purchasing 15 new buses each year to maintain the operating efficiency of the fleet.





To the Chairman and Members of the Transportation Services Committee.

Re: 1987 - 1991 Capital Budgets for the Hamilton Street Railway Company and The Canada Coach Lines Limited

Analysis cont'd

Other significant items which are in fact NEW for 1957 through 1991 are as follows:

- 1. Articulated Buses Project No. 071701
 The Capital Budget in 1987 has dollars to purchase 12 articulated coaches, the 6 we currently have and 6 additional.
- 2. Transit Shelters Project No. 071706

 These are the dollars required to continue the implementation of a planned 50 shelters a year through to 1991.
- 3. Upgrade Bus Loops Project No. 071707
 These monies are to upgrade 5 bus loops per year at an estimated cost of \$20,000 per loop. This program involves the paving and upgrading of the landscape.
- 4. Bus Stop Installation Project No. 071708

 These monies are for the replacement and upgrading of 400 signs per year for the next 5 years.
- 5. Trolley Upgrade Project No. 071801

 Monies are to replace and upgrade the current trolley infrastructure beginning in 1988.
- 6. Trolley Infrastructure Expansion Project No. 071001
 These are the estimated dollars to expand the trolley service. The program is slated to begin in 1990.
- 7. Trolley Articulated Project No. 071901

 These are the estimated dollars to address the purchase of two 60 foot trolleys in 1990 to replace three 40 foot trolleys and to purchase 10 additional each year beginning in 1991.



TRANSIT - H.S.R.
ASSUMPTIONS

- (1) INFLATION 3.5% Per Year.
- (2) DEBT CHARGES 8.5% over 10 Years. Debt Factor (.152408)
- (3) EXPENDITURES Balancing figure based on Levy at 3.5%.
- (4) CONTRIBUTION TO CAPITAL Input, as submitted by H.S.R.
- (5) REVENUE ASSUMPTIONS; 1987 figures submitted by H.S.R. 1988 and on as below.

 Farebox Increases at 5.5% Per Year.

 Advertising Increases at 5.5% Per Year.

 Prov. Subsidy 19.6875% of Eligible Expenditures

 Fare Stabilization Increases at 5.5% Per Year.

 General Support Increased by Inflation each Year.

 Route Deficits As submitted by H.S.R.

NEW PROJECTS (* New to 5-Year Budget)

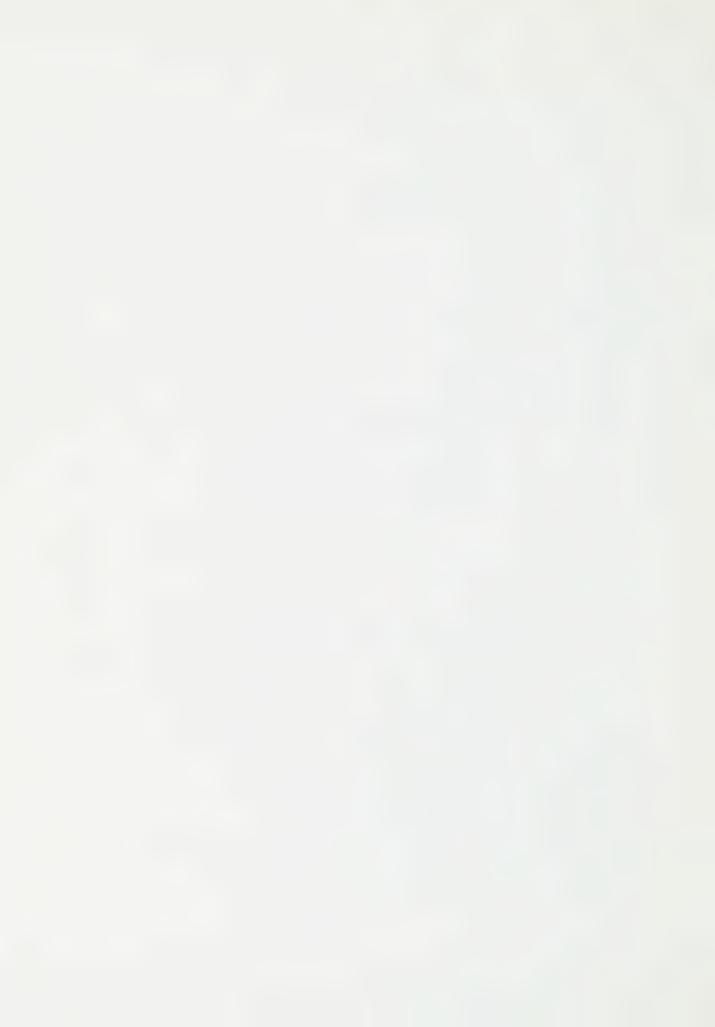
REPLACEMENT BUSES - The 1986 Budget assumed trolleys being phased out. The 1987 Budget proposes keeping & expanding use of trolleys.

ARTICULATED (DIESEL) - Purchase of 6 current buses from MTC & additional 6 used buses - 1987 Only.

* ARTICULATED (TROLLEY) - 2 60' trolleys to replace 3 40' trolleys. 10 buses/year beginning 1990.

REGULAR (DIESEL) - Switch to Trolleys in 1990. 18 less buses purchased over 5 years than 1986 Budget.

- * UPGRADE BUS LOOPS 5 loops per year for 5 years, at \$20,000 per loop.
- * BUS STOP INSTALLATION Replace 400 signs per year for 5 years.
- * BUS CHECK ROUTE DIRECTORS 1987, 2,000 bus stops require route directors/info posts.
- * STATISTICAL OPERATION DATA BASE 1987/88, Software designed to consolidate TICCS & existing programs.



TRANSIT - H.S.R.

SUMMARY OF CAPITAL EXPENDITURE AND REVENUE

(\$000's)

5 YEAR 1987 1988 1989 1990 1991 TOTAL ----- ----- ----- -----**18,252 17,344** 5,008 13,553 7,6.6 61,773 Gross Expenditure Less Subsidies & Other Receipts 13,811 11,938 3,757 11,736 6,631 47,873 -----Net Expenditure 4,441 5,406 1,251 1,817 985 13,900 737 939 2,340 Contribution from Current 207 214 243 4,234 5,192 1,008 1,080 46 11,560 Financing Required from Reserves -----NEW PROJECTS SUMMARY TOTAL Gross Expenditure 6,144 4,987 5,008 13,553 7,616 37,308 Subsidies & Other receipts 4,610 3,741 3,757 11,736 6,631 30,475 1,534 1,246 1,251 1,817 985 6,833 TOTAL WORK-IN-PROGRESS SUMMARY TOTAL
 12,108
 12,357
 0
 0
 0
 24,465

 9,201
 8,197
 0
 0
 0
 17,398
 Gross Expenditure Subsidies & Other receipts 2,907 4,160 0 0 0 7,067 TOTAL

.









To the Chairman and Members of the Transportation Services Committee.

Re:

1987 - 1991 Capital Budgets for the Hamilton Street Railway Company and The Canada Coach Lines Limited

Analysis ~~ /-

The Capital Program for Canada Coach Lines, Ltd. has been prepared using the same guidelines and procedures as those used in preparation of the HSR multi-year Capital & Operating budgets.

The Capital Program for Canada Coach Lines has three items as its components. These items and a brief narrative are as follows:

- 1. Ticket Machines Project No. 271701

 These are the dollars required to replace the ticket machines in the coaches. Our present ticket machines are approximately 40 years old and parts are becoming more and more difficult to obtain.
- 2. Replacement Coaches Project No. 271702 In prior years CCL had been purchasing three highway coaches a year, however, this has put considerable strain on their current operating budget. In 1987 we will not be purchasing any coaches with the remaining 4 years of the program showing the purchase of one coach per year.
- 3. Refurbishing Coaches Project No. 271703

 These are the monies required to refurbish 6 coaches a year. This program extends the life of the coach by several years. This is an on-going project.



TRANSIT - C.C.L.

ASSUMPTIONS

- (1) INFLATION 3.5% Per Year.
- (2) DEBT CHARGES BUS REPTRICEMENT 8.5% over 5 Years.
 LERSE REFINANCING 8.5% over 4 Years.
 REFURBISHING & TICKET MECHINES 8.5% over 10 Years.
- (3) EXPENDITURES 1987 as submitted by C.C.L.
 1988 and on inflated at 3.5% per year
- (4) CONTRIBUTION TO CAPITAL To match repayment of leases.
- (5) REVERUE 1987 as submitted by C.C.L.
 1988 and on falls out.
- (6) LEUY 1987 Fixed at 181
 1988 Fixed at 90 (50% reduction)
 1989 Fixed at 45 (50% reduction)
 1990 and on fixed at 0
- (7) BUSES 1987 Mo bus purchases -- 1988 and on 1 bus per year at \$275,000/bus

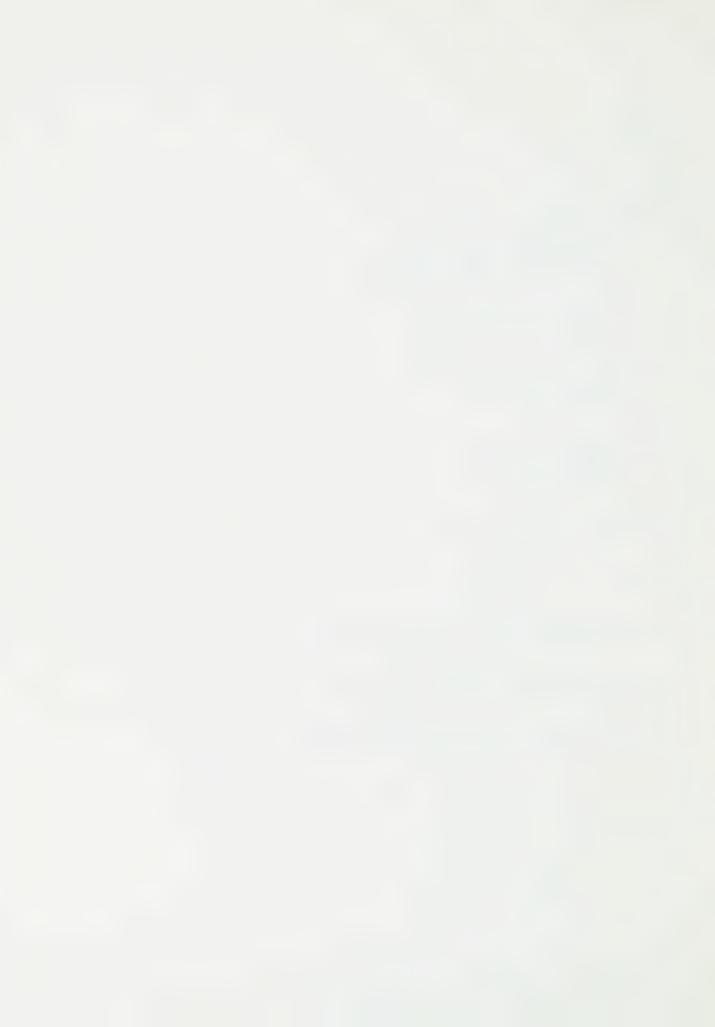
PROJECTS

BUS REPLACEMENT - Begining 1988 purchase of 1 new coach per year @ \$275,000/Coach and financed from reserves repaid per above terms.

REFURBISHING - 6 Coaches to be refurbished each year at a cost of \$36,000/Coac to be financed from reserves and repaid per above terms.

FICKET MRCHINES - New project to 5-Year Budget. Average cost per machine is \$4000.

10 machines to be replaced. Financing from reserves as above.



TRANSIT - C.C.L. SUMMARY OF CAPITAL EXPENDITURE AND REVENUE

	(
	÷987	1988	1989	1990	1991	5 YEAR TOTAL
Gross Expenditure	432	732	585	618	659	3,026
Less Subsidies & Other Receipts	0	0	0	0	0	0
Het Expenditure	432	732	585	618	659	3,026
Contribution from Current	102	45		0	0	147
Financing Required from Reserves	330	687	585	618		2,879
HEU PROJECTS SUMMARY						TOTAL
Gross Expenditure	330	687	585	618	659	2,879
Subsidies & Other receipts	0	0	0	0	0	Ð
TOTAL	330	687	585	618	659	2,879
UORK-IH-PROGRESS SUMMARY						TOTAL
Gross Expenditure	102	45	0	0	0	147
Subsidies & Other receipts	0	0	0	0	0	0
TOTAL	102	45	0	0	0	147









THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

Department of Engineering 71 Main Street West, Hamilton, Ont. L8N 3T4 (416) 526-4170

#0041B

Refer to File No

Attention of

A04-01

Your File No

G.S.Spencer D. Turvey

January 5, 1987

Mr. Chairman and Members Engineering Services Committee

1987-1991 CAPITAL BUDGET

Members of the Committee:

Origin

The preparation of the 1987-1991 Capital Budget was co-ordinated through the Capital Budget Committee, comprised of staff representatives from the individual departments submitting capital programs.

Overview

Capital financing policies can have significant impact on operating programs. As a result, the affordability of each proposed program has been analyzed by preparing five-year forecasts of the additional debt charges incurred and the capital contributions necessary to finance the proposed program. Increased or decreased operating costs resulting from approved projects have also been considered and reflected in the five-year forecasts. Policies for debt limits and operating budget guidelines have been closely adhered to. Projects included in the Capital Budget are in conformity with the Regional Official Plan.

The Capital programs and operating budget forecasts include the following general assumptions:

Inflation on	Operating Programs	3.5%
Inflation of	Capital Expenditures	5.0%
Interest Rat	е	8.5%

Specific assumptions relating to the individual programs are detailed in each program budget.



January 5, 1987

Mr. Chairman and Members Engineering Services Committee

Overview - Continued

The attached graph shows the distribution of expenditures by program. Of the total spending of \$406 million, \$227 million (including \$85 million for the Freeway) or 56% will be spent on the Transportation System within the Region; \$119 million or 20% of the budget provides for Environmental Services.

Impact on Current Budgets

The approval of the Capital Budget will have a significant impact on 1987 and future years' levels of taxation. Capital projects require definite commitments from the Current Budget, in the form of debt charges, capital contributions and operating costs. As illustrated in the five-year forecasts of operating budgets, incorporating the capital impacts, the Roads and Storm Sewers programs will require levy increases exceeding inflation.

Policy Changes

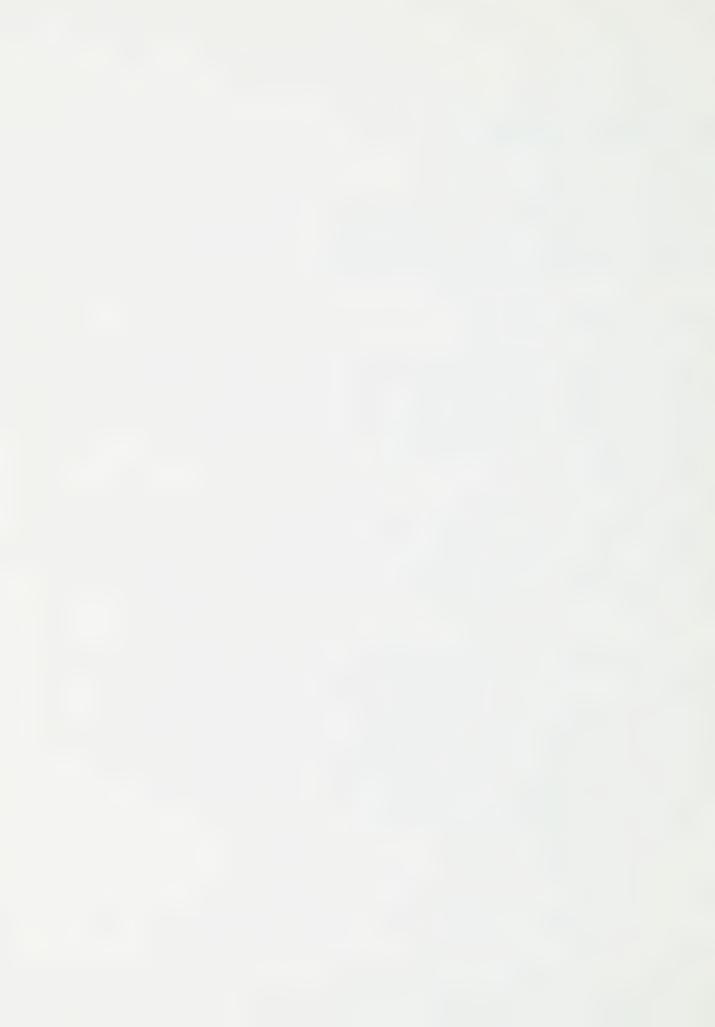
On November 18, 1986, Regional Council approved a new Development Charges Policy, which more than doubled the Region's lot levy charge. The Capital Budget reflects the new policy, and includes \$14.6 million of expenditures financed from lot levies (1986-1990 - \$14.4 million). The financing provided from lot levies has not increased significantly, despite doubling the charge, due to the following factors.

In previous years, 100% of oversizing was financed from lot levies. In the new policy, it was recognized that a portion of oversizing and major projects service non-residential growth and therefore, should not be financed exclusively from a residential lot levy. As well, although lot levy recoveries will increase under the new policy, cash flow problems will occur, due to the phase-in of the new charge, and the fact that major projects eligible for lot levies are being constructed over the next few years, while recoveries will be realized over a fifteen-year period. As a result, in the Storms and Roads programs, a portion of lot levy expenditures must be financed by borrowing; the resulting debt charges will be met through future lot levy collections.

Program Analysis

Roadways

The Roadways Program provides for gross expenditure of \$165.2 million



January 5, 1987

Mr. Chairman and Members Engineering Services Committee

Program Analysis

Roadways - Continued

over the next five years. The program is comprised of three components, as follows:

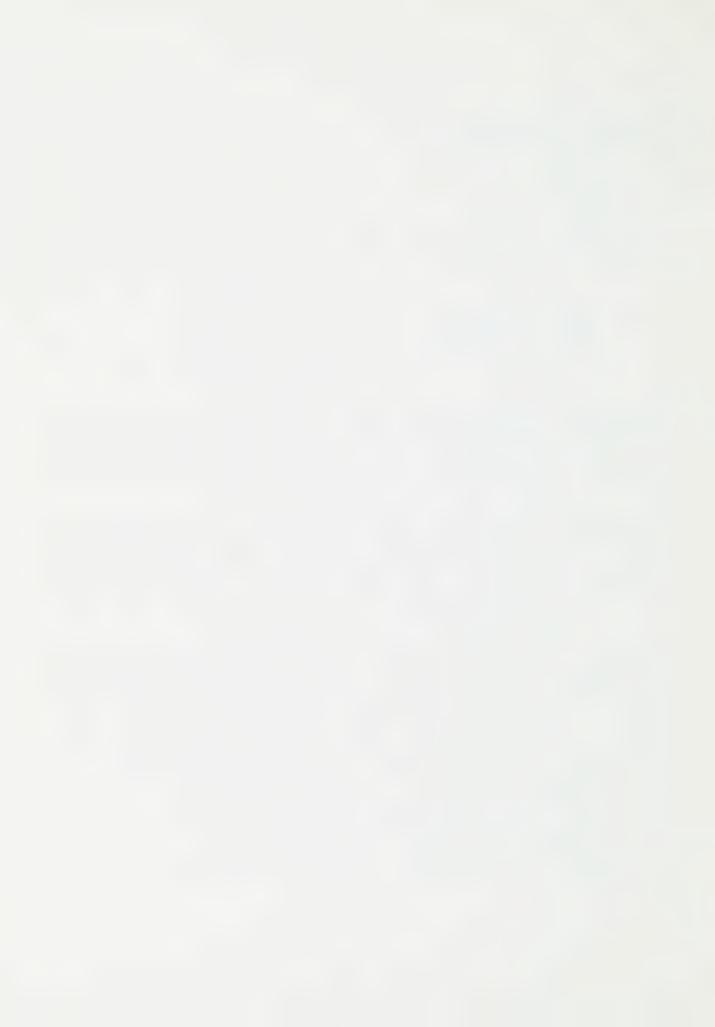
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	(\$000.8)
Regular Program Freeway Program Rehabilitation Program	\$ 37,120 85,182 42,874 \$165,176

The regular program and the freeway are affordable at a 9% levy increase on the combined Roads Planning and Roads Maintenance Levies. This increase is consistent with the forecast present and approved in the 1985-1989 Capital Budget to provide for accelerated improvements to Regional roads.

Expenditures on the regular program have increased by approximately \$8 million. While the program has changed very little from the 1986-1990 Capital Program, the costs of specific projects have increased significantly as a result of reviewing estimates in light of 1986 experience. As well, the type of improvements required on certain roads have changed and result in increases to project costs.

In June. 1986 Regional Council received a report on the condition of Regional roads. The report recommended undertaking of an additional \$38 million (1986 \$s) in roadway improvements, between 1987 and 1991, to rehabilitate the roads system to the condition experienced prior to 1979. financing of the rehabilitation program under the existing policy of fully financing roads capital expenditures from operating is prohibitive due to the significant tax impact which would result. Therefore, it is recommended that external, long-term financing be used. In order to meet the annual debt charges resulting from the use of external financing, a special capital levy is being recommended. The levy is proposed to be \$3.7 million per year until 1991, increasing to \$4,375,000 per The increase in 1992 is achievable due to a year to 2001. corresponding reduction in the Special Hospital Capital Levy in the same year.



January 5, 1987

Mr. Chairman and Members Engineering Services Committee

Roadways - Continued

The special levy for roads has a 5% impact of the 1987 General Levy, as presented in the Budget Guidelines Report to Council on November 4, 1986. It should be noted that it also been assumed that no Provincial Subsidy will be received on the rehabilitation program. The receipt of subsidy would reduce the financing impact of the program, therefore every effort should be made to obtain provincial subsidy.

Solid Waste

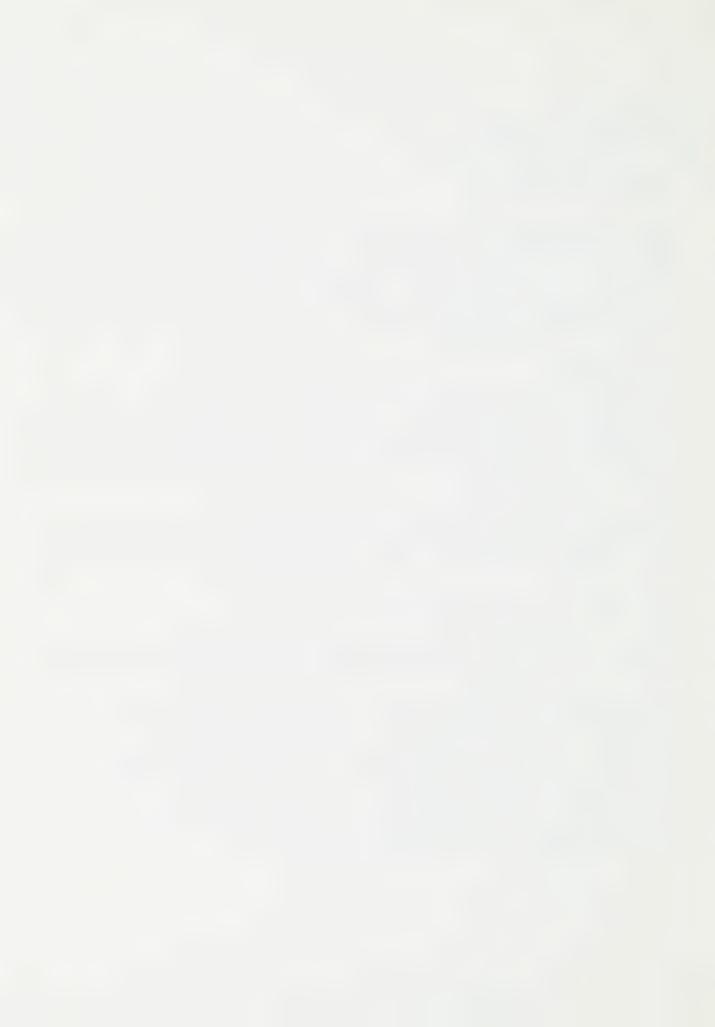
The Solid Waste Cap'tal Budget totals \$1.2 million, a reduction of \$8.5 million from the 1986-1990 Capital Budget, due to the completion of the SWARU Retrofit. The program includes a provision for site development at the Glanbrook Landfill Site and installation of a leachate collection system at the Upper Ottawa Street Landfill Site.

The forecast of total operating expenditures reflects a 7% increase due to increased operating costs at SWARU and the in roduction of the internal debt charges, both resulting from the retrofit. The levy impact is forecast at 3.5% over the next five years.

Katerworks and Sanitary Sewers

The Waterworks and Sanitary Sewer programs are affordable at 3.0% and 2.0% projected revenue increases, respectively. The combined impact to Regional taxpayers, receiving both services, is 2.5%.

During the 1986 Budget process, an increase was approved in the Fire Protection Charge to area municipalities, effective July 1986 in order to finance the Beach Boulevard Fire Protection Improvements. The increase was subsequently deferred to January 1, 1987, due to the postponement of the South Service Road waterm in, and staff were directed to consider the need for this project during the 1987 Budget process. This project has been reviewed and is included in 1987 in the proposed program. The increased Fire Protection charge is therefore required to offset the financing costs on these improvements.



January 5, 1987

Mr. Chairman and Members Engineering Services Committee

Storm Sewers

The Storm Sewer Capital Program is affordable at a projected 7% annual levy increase over the five-year budget period. This increase is required to accommodate the development of the Upper James Corridor, and the accelerated program to correct flooding problems. It is anticipated that this program will return to being affordable at inflation-related increases in 1992.

The Storm Sewer Program also reflects the usage of lot levies for development-related projects. However, due to cash flow problems, it is necessary for this program to borrow for some lot levy projects; the debt charges will be repaid from future lot levy collections.

RECOMMENDATIONS

- 1. That the 1987-1991 Capital Budget, and the Five Year Capital Financing Plan, be endorsed and recommended to the Finance and Personnel Committee for approval.
- 2. Upon approval of the 1987-1991 Capital Budget by Regional Council, that the Commissioner of Transportation be authorized to proceed with obtaining the necessary subsidy approvals, agency approvals and functional planning associated with the various roadway projects contained within the Capital Budget and to proceed with the planned property acquisitions for the various road projects contained in the Capital Budget for 1987.
- 3. Upon approval of the 1987-1991 Capital Budget by Regional Council, that the Commissioner of Engineering be authorized to proceed with the design and construction of the various projects described in the Regular Roads Programme, Rehabilitation Roads Programme (subject to O.M.B. approval), Waterworks, Sanitary Sewers and Storm Drainage portions of the Budget for 1987.
- 4. That the "Contribution to Capital" identified in the various schedules be included in the corresponding Current Budget estimates for 1987.

J. R., G. Leach

Commissioner of, Engineering

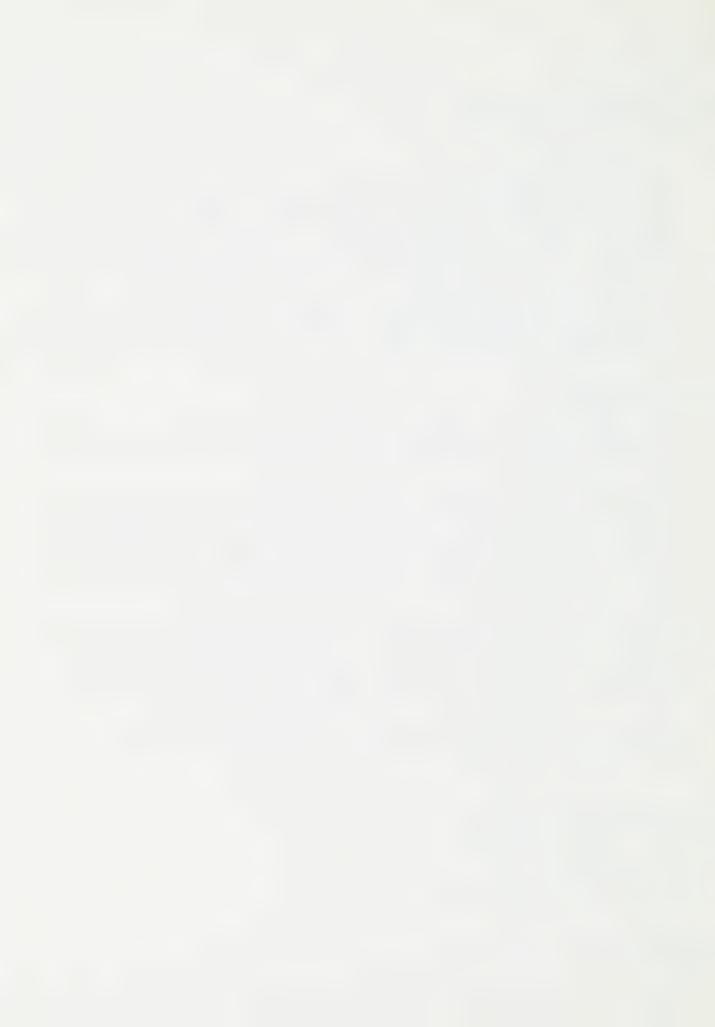
H. O. Schweinbenz

Commissioner of Transportation

G. Lawson

Commissioner of Finance

GSS:ms



ROADWAYS SUMMARY OF CAPITAL EXPENDITURE & REVENUE (\$000's)

	1987	1988	1989	1990	1991	5 YEAR TOTAL
Gross Expenditure				3		
Regular Program	7,148			8,246	8,754	37,120
Freeway	15,251		16,986			
Rehabilitation Program	7,892	8,221	8,590	8,921	9,250	42,874
Total Gross Expenditures	30,291	30,516	32,277	35,172	36,920	165,176
Less Subsidies & Other Receipts						
Regular Program	3,743	2,948	3,144	3,354	3,580	16,769
Freeway	10,675	9,680	10,261	10,877	11,530	53,023
Total Subsidies & Other Receipts	14,418	12,628	13,405	14,231	15,110	69,792
Net Expenditure	15,873	17,888	18,872	20,941	21,810	95,384
Contribution from Current	2,880	3,247	3,285	3,745	4,475	17,632
Contribution to Freeway	2,626	3,411	5,112	5,929	6,544	23,622
Contribution from Lot Levy	525	76	272	1,147	699	2,719
Total Financing Required	9,842	11,154	10,203	10,120	10,092	51,411
Debenture Financing - Rehab.	7,892	8,221	8,590	8,921	9,250	42,874
Unfunded Balance On Freeway*	1,950	2,933	1,613	1,199	842	8,537
* Supported on cash-flow basis from reserves						
NEW PROJECTS SUMMARY						TOTAL
Gross Expenditure	17,535	21,075	22,544	25,060	27,670	113,884
Subsidies & Other receipts	12,113	12,134	12,850	14,759	15,809	67,665
TOTAL	5,422	8,941	9,694	10,301	11,861	46,219
WORK-IN-PROGRESS SUMMARY						TOTAL
Gross Expenditure	4,864	1,220	1,143	1,191	0	8,418
Subsidies & Other receipts	2,830	570	827	619	0	4,846
TOTAL	2,034	650	316	572	0	3,572
REHABILITATION PROGRAM			*******		*********	TOTAL
Gross Expenditure	7,892	8,221	8,590	8,921	9,250	42,874
Subsidies & Other receipts	0	0	0	0	0	0
TOTAL	7,892	8,221	8,590	8,921	9,250	42,874

